

HARTFORD BUSINESS JOURNAL

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BOOK OF LISTS

AND
ECONOMIC FORECAST
2016-2017

FEATURING:

5 TO WATCH
IN 2017



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Doing Business in Connecticut is an annual glossy four color magazine in print and digital format showcasing Connecticut's many economic development opportunities, and the attributes that make Connecticut a special place to work, live and play.

Doing Business in Connecticut is designed to provide government officials, presidents, CEOs, owners, and top level executives an overview of resources and current information. Doing Business in Connecticut is the go to tool for our state in 2017.

Online: www.DoingBusinessinCT.com

In addition to housing the digital edition, this micro-site will be refreshed throughout the year with new information. It will be a useful extension of the print version to extend the reach, audience, and timeliness.

In Person:

Your participation in the publication includes a Special Launch Event at the CT Business Expo. Meet n' greet with state dignitaries, movers n' shakers and fellow participating companies!

Content to include:

- | | |
|---|---------------------------|
| ■ Industry Spotlights | ■ Workforce Development |
| ■ Key Employment Sectors | ■ Shaping the Economy |
| ■ Top Reasons to do Business in Connecticut | ■ Reinventing Connecticut |
| ■ City Focus / Major Cities in CT | ■ Connecticut Fun Facts |
| | ■ By the Numbers Data |
| | ■ And More |

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HARTFORD BUSINESS JOURNAL

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HBJ Book of Lists: A resource of business intelligence

This year we refreshed our annual Book of Lists, with new lists, an economic forecast as well as our popular “5 to Watch” section, all of which is aimed at helping inform the region’s business, civic and nonprofit leaders as they plan and strategize for 2017.

As you comb through the 52 lists included in this year’s book, you’ll also notice fact boxes that will provide more context and insight to a few of our lists. They highlight significant changes that occurred in some of our rankings and data.

You’ll also notice several new lists, including urgent-care facilities, medical marijuana dispensaries and homecare providers, among others.

In addition, prominent local, regional and national economists and business executives provide economic forecasts covering various industries including real estate, health care, banking and finance and education.

For a third straight year, we also surveyed our business owner and executive readers to get their insights on hiring and investment trends for the year ahead. The survey results start on PG. 10.

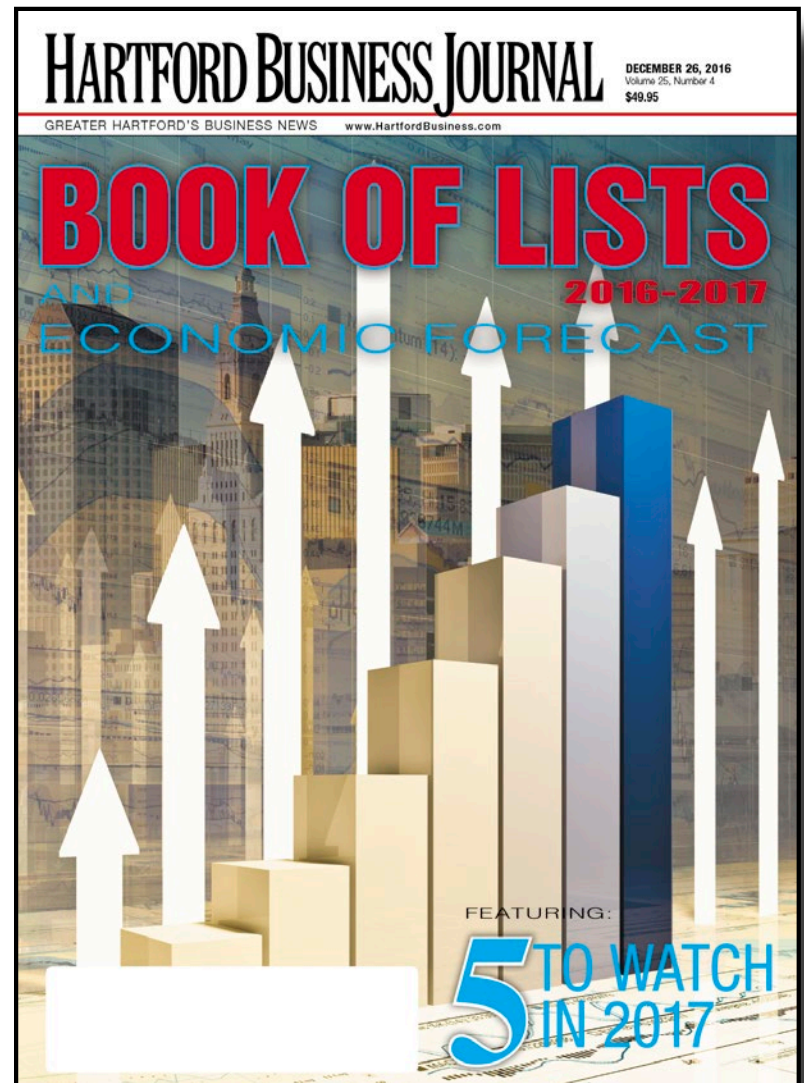
We’d like to thank all of our contributors to the publication. Their invaluable insights will help shed light on where the region’s economy is headed in 2017 and beyond.

Our sincere hope is that you will use this book as a reference guide, a one-stop-shop business resource. The industry listings, contacts, and economic insights contained in these pages will assist you in your daily business decisions.

We are always interested in reader feedback, so let us know what you think about our revamped Book of Lists.

Good luck in 2017!

— Greg Bordonaro
gbordonaro@HartfordBusiness.com
Editor



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Check out and share the Digital Edition of the Book of Lists!

The screenshot shows a digital interface with two side-by-side tables. The left table is titled 'Largest Connecticut electric suppliers' and lists various companies with their respective metrics. The right table is titled 'Brownfield redevelopment funding recipients (1)' and lists companies receiving funding, including details like project name and amount.

If you are a print reader who likes to access news and information quickly online, please be sure to check out the Book of Lists in the digital edition by going to our website and clicking the Special Editions tab. You can view the entire publication on your computer, exactly as it was published in print — page by page. Every advertiser also has a live link to their website if you'd like to learn more about a particular company. Not surprisingly, thousands of people read the valuable information online throughout the year. Also, if your company appears in a list, we ask that you share the good news on social media. Send a Tweet, post a Facebook message, or use any other social media platform to let your fans know your firm is a mover and shaker in the region.

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These sustainability efforts include everything from energy conservation, to reducing water usage, to increasing the recycling of materials. The GreenCircle Sustainability Awards are meant to reward these efforts. Winners will also be profiled in the Hartford Business Journal's Green Resource Guide, publishing in July.

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SURVEY

Hartford Business Journal readers are slightly more optimistic about 2017 than they were about 2016, but a majority still believe Connecticut's economy will stagnate or even decline next year.

About 36.4 percent of readers expect Connecticut's economy to grow slightly or significantly in 2017, while 63.5 percent expect no growth or declining conditions in

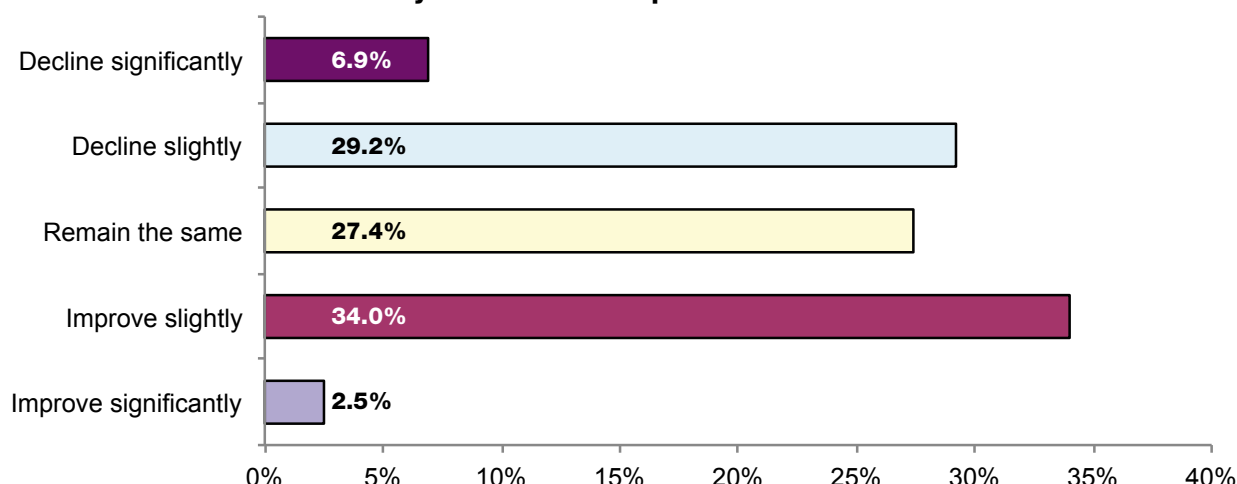
the state. Meantime, 32.3 percent of readers said they plan to hire staff in 2017, while only 16 percent expect to raise capital. Those were some of the major findings in Hartford Business Journal's 2017 economic outlook survey, which are featured in the next few pages.

The survey was emailed to more than 11,000 HBJToday subscribers. The unscientific results were gathered over a

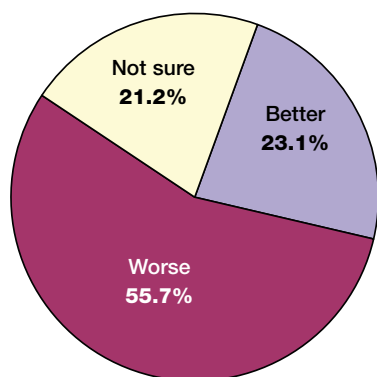
three-week period in November and garnered 316 respondents. The survey provides a window into how the region's economy will likely perform in 2017, and the results actually closely mirror many of the economic forecasts provided by economists and business executives featured in this publication.

Here are the full survey results:

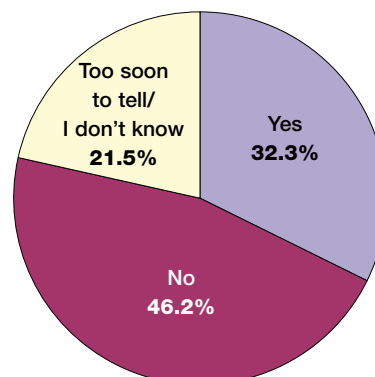
1. How will Connecticut's economy fare in 2017 compared to 2016?



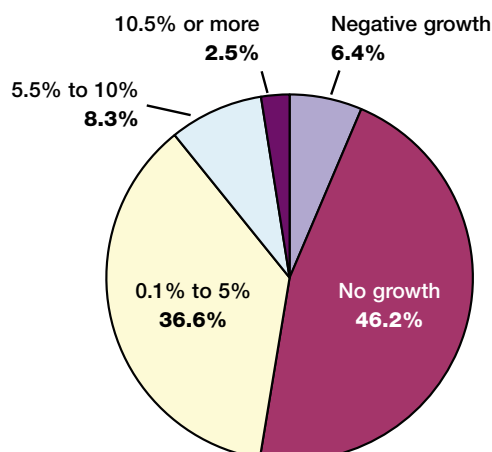
2. Do you think Greater Hartford's economy is in better or worse condition today than it was at this time last year?



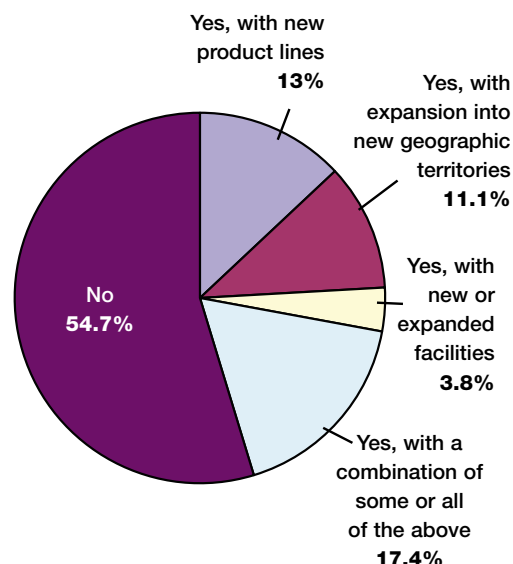
3. Do you plan to hire additional staff in 2017?



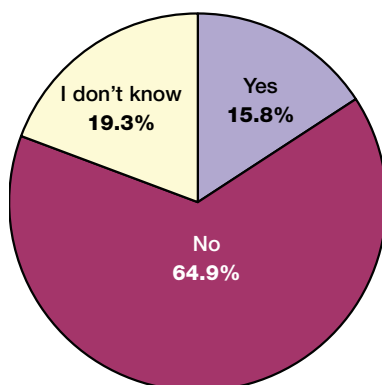
4. By what percentage do you expect your employee base to grow in 2017?



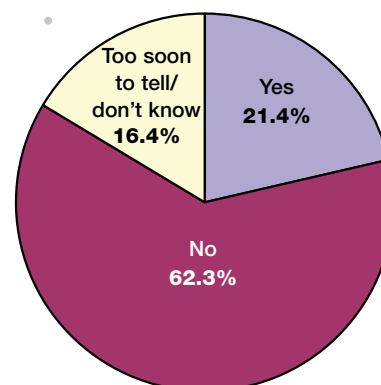
5. Do you have plans to expand in 2017?



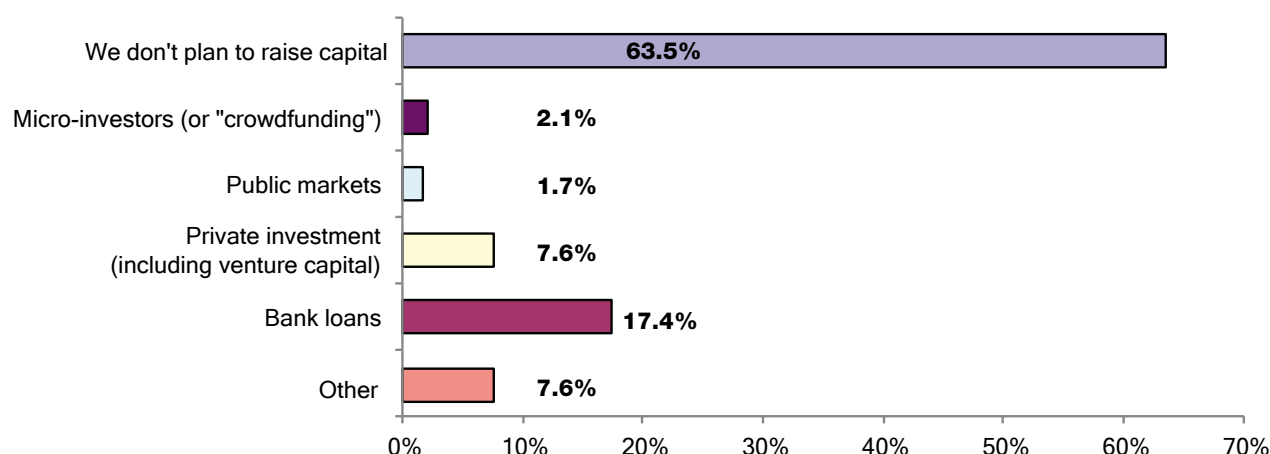
6. Will you raise capital in 2017?



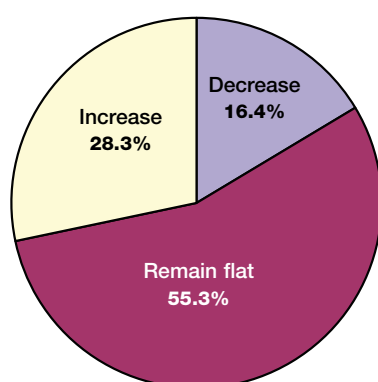
7. Do you plan to make a major investment in property, plant or equipment in 2017?



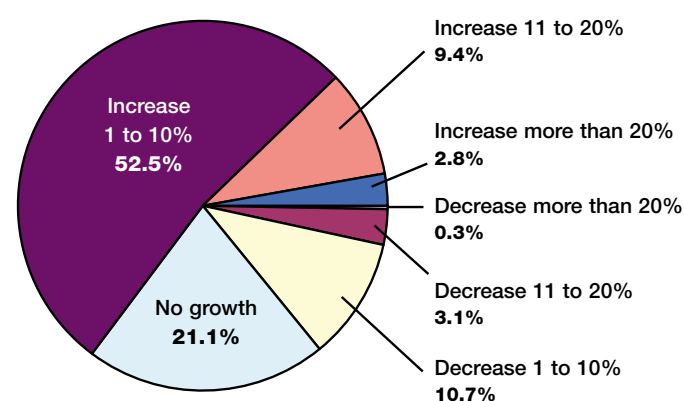
8. What method do you primarily plan to use to raise capital in 2017?



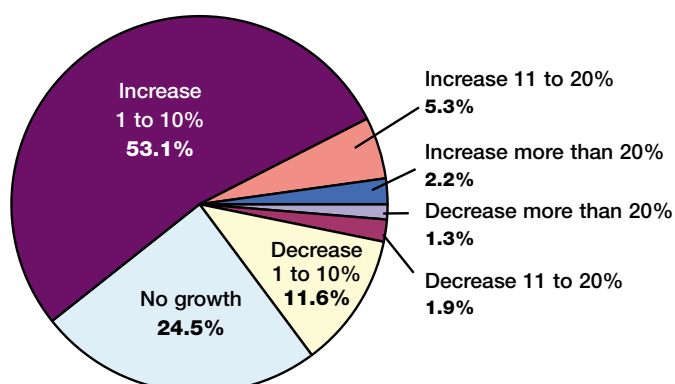
9. What do you expect housing prices to do in 2017?



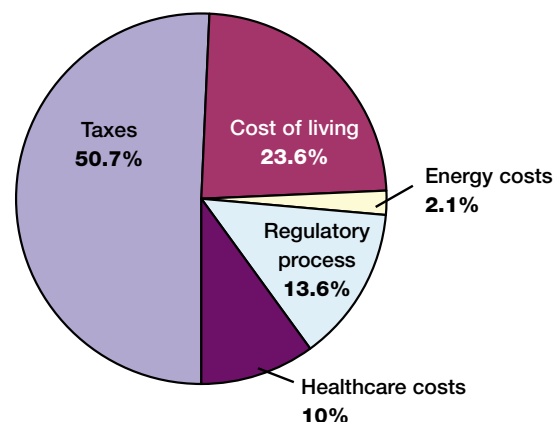
10. What is your estimate for your company's 2017 revenue performance compared to 2016?



11. What is your estimate for your company's bottom line (net income) performance for 2017 compared to 2016?



12. What's the biggest impediment to business growth in Connecticut?

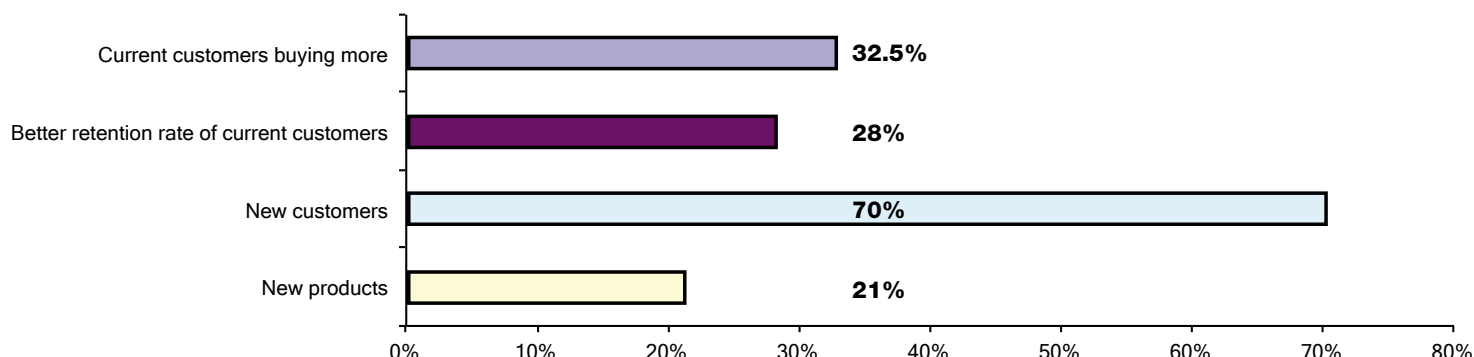


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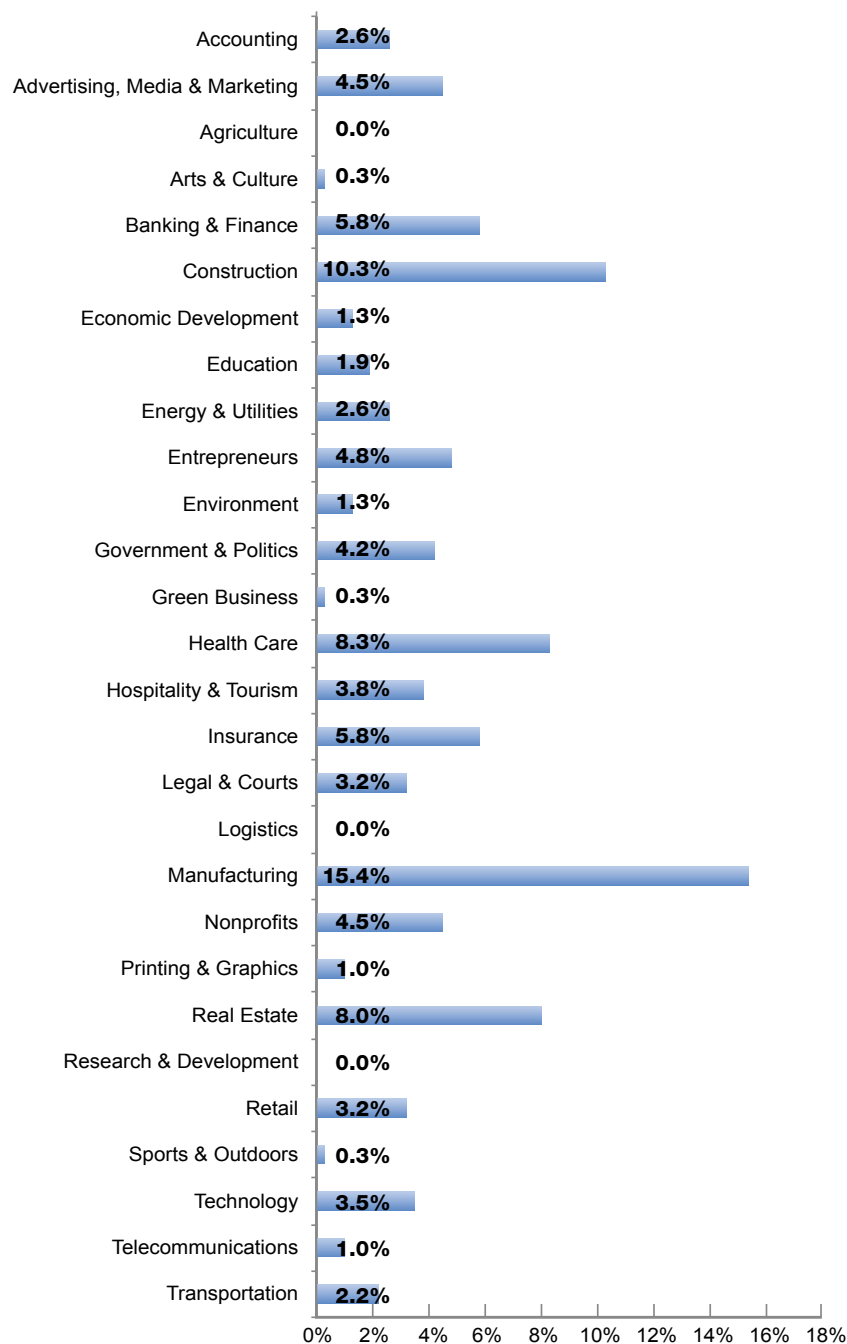
SURVEY

Survey

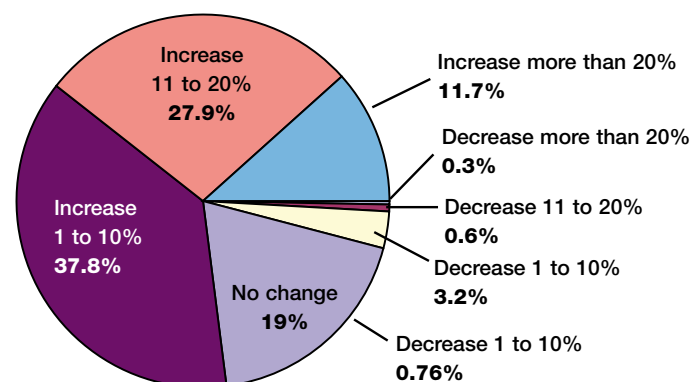
13. If you anticipate revenue growth, where will it come from?



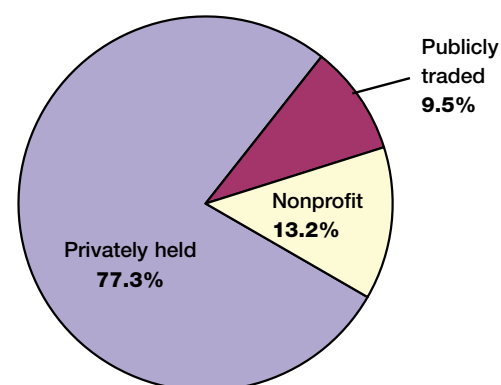
14. What industry do you primarily serve?



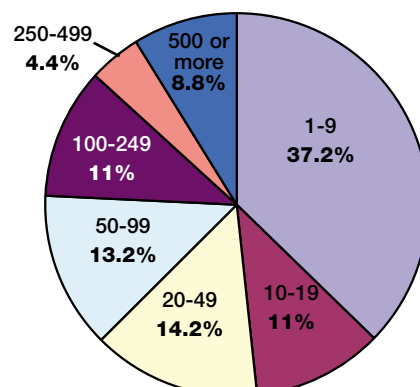
15. How will your firm's healthcare costs fare in 2017?



16. What best describes your business?



17. How many people are employed at your company?



INSIGHT

Big challenges, yet hopeful outlook for 2017

By Peter Gioia

Vice President and Economist at the
Connecticut Business and Industry Association

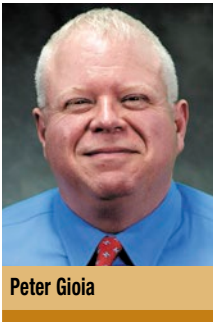
Connecticut has great economic potential.

Our base of industry in manufacturing, financial services and bioscience is one any state wishes it had.

Still, concerns linger. Connecticut continues to bear the brunt of policy decisions and actions that discourage investment, resulting in some Connecticut firms investing and creating jobs outside of the Nutmeg State.

We should remain hopeful, however, as there are signs that we can fix this:

- The risk of recession, according to Moody's, is at 10 percent, a historically low number for the state.
- Consumers have more money to spend because of cheap gas at below \$50 a barrel and moderate income hikes.
- Housing starts and sales are increasing while prices remain moderate, and interest rates will remain low, despite two three-quarter point Fed rate hikes.
- In addition, credit availability



Peter Gioia

remains strong, and strong efforts are being made to create and fill jobs, especially in manufacturing.

Locally, the three powerhouses of Pratt & Whitney, Electric Boat and Sikorsky will stimulate activity, not only in their firms, but with their massive supply chain of 1,000-plus Connecticut subcontractors that benefit from their success.

Other good news? Although slow, financial-services jobs are coming back and the impact of firms ramping up operations in New York due to Brexit may benefit Connecticut.

All of this bodes well for us.

Looking into the new year, we should be mindful of challenges that are clouding what would otherwise be a more positive outlook on Connecticut's economy in the medium- and long-term future.

First, the state's November labor report recorded a small increase of 2,100 jobs, but big losses in October (-5,800) and September (-6,600) are more troubling. Connecticut has only recovered 72 percent of jobs lost during the recession, the worst in New England, and the state's unemployment rate is 4.7 percent. Year over year, Connecticut has created only 1,400 net new jobs.

Secondly, a recent quarterly credit and economic survey of state businesses revealed ongoing concerns from business leaders about the state economy's modest

growth, which is at its weakest since the Great Recession.

Third, only 26 percent of those surveyed expect conditions to improve for their company; more troubling is the additional 24 percent that expect conditions to worsen. When asked if they plan to hire, only 19 percent expect to add workers and 23 percent expect to cut jobs. Credit conditions have marginally weakened as well.

These challenges can be addressed, and now that the election is over, the incoming legislature's "to-do" list is becoming clearer.

Given that thousands of jobs are going unfilled, as Baby Boomers retire, we need to spur the growth of our homegrown talent pool from state high schools and universities. Even non-defense, non-aerospace manufacturers are clamoring for hundreds of workers. This legislative session, lawmakers must drive policies that encourage firms to train employees and students alike in the newest skills.

Another short-term hurdle is the billion-dollar deficit expected when legislators begin working on the biennial budget in January.

Gov. Dannel P. Malloy has promised to address this without adding new taxes. It will be a daunting challenge, but Connecticut cannot afford more tax increases. Given the even split between Republicans and Democrats in the state Senate, and

the narrow Democratic majority in the House, it is imperative that the incoming legislature put partisanship aside to work with Malloy on a solution.

Nationally, the Trump administration will be a mix for business but on balance, I expect it to be somewhat positive.

His position on trade, immigration, and overseas corporate profits may hurt, but any rollback of anti-business regulation and renewed focus on jobs, as well as transportation and manufacturing, will help the economy.

Overall, I expect Connecticut will finish 2017 in more positive economic territory than today.

The economy will see a slow start in the first two quarters and likely gain steam in the latter half, given federal impacts that will accelerate jobs and confidence.

What happens with Connecticut's state budget remains to be seen, but resolving forecasted deficits without raising taxes will be a very positive achievement for the state and its residents.

Ultimately, Connecticut will marginally benefit from stronger U.S. growth and should be slightly impacted by slow global growth.

The real issue for the state is to get its own fiscal house in order and avoid more anti-business mandates.

If we can do that much, the state will substantially improve business confidence here, leading to more investment and job growth.

There's a lot to watch. ■

CT's economic malaise likely to continue

By Fred Carstensen

UConn economist

As of Nov. 2017, total employment in Connecticut is below the level of jobs that existed in Feb. 1989. That equates to 27 years without any permanent job growth in the state.

Even worse, real output (state GDP) is nearly \$15 billion below its previous peak in fall 2007 — the nearly 70 percent loss of nondurable manufacturing, once the state's third largest sector, accounts for essentially all of that shortfall.

And after an anemic recovery in jobs from 2010 to 2016, the state has now lost jobs five of the last six months (as of Dec. 15), even as the nation has continued to add jobs.

Finally, since 2007, only Nevada and Illinois have seen less growth in personal

income. Little wonder then that Connecticut is in fiscal crisis resulting from weak tax revenues. Given the numbers, why is anyone surprised?

History often casts a long shadow. Just as Connecticut dug a deep hole for itself by setting aside far too little money to pay for its retirement and health insurance commitments, the state failed to respond to weak job creation after the sharp recession of the early 1990s — a weakness the continuing strong growth in real output and the rapid growth in jobs driven by the tribal casinos masked — or to develop and implement a coherent economic-development vision.

Nor did Hartford do anything to improve its budget process, or to begin to build better data to frame policy analysis. The state drifted.

Now, in the face of a mounting fiscal crisis, working without any dynamic analysis, the Office of Policy and Management and the legislature are making cuts in services and programs that will almost certainly weaken the state's economy further without stabilizing the budget. The "savings" in some cases actually reduce

future revenue even more.

And essentially nothing has been put on the table that is likely to restore Connecticut's economic vitality or build aggressively on the strengths created in bioscience or sustained in aerospace.

Indeed, the state just ignored a project whose economic potential is greater than what the state will get in return for providing \$400 million in incentives to United Technologies Corp. and \$220 million in incentives to Sikorsky, to keep and add thousands of jobs in the state. That ignored project includes a plan by developers to redevelop Stanley Black & Decker's legacy manufacturing properties in New Britain into a state-of-the-art technology park that could include \$500 million in capital investment from outside investors. It's a project that would have put Connecticut on the national competitive map, but hasn't received enough support from the state.

There is thus little to argue that private-sector growth will offset the contracting public sector. Indeed, it seems very likely that Connecticut's economy will continue to struggle and the budget crisis will almost certainly continue for years absent

a radically changed approach.

Connecticut's economic malaise and poor growth prospects clearly flow from conditions specific to Connecticut; both New York and Massachusetts are growing strongly, whether measured in job creation or output.

Compared to 2007 — before the financial tsunami — Massachusetts has added 260,000 jobs and seen real output grow more than 8.5 percent; New York has added a half-million jobs and real output is up almost 8 percent. Neither state is so dramatically different in taxes, regulations or "business environment" that these usual explanations for Connecticut's malaise suffice.

And then add in California, heavily taxed, regulated and unionized, yet adding more jobs — quality jobs — than Texas and Florida combined. The reality is that Connecticut appears to be a singularity, economically adrift, disconnected from the drivers of job creation and economic growth regionally or nationally.

If true, there is likely to be little economic improvement in its performance in the near term. ■



Fred Carstensen

SCORECARDS

Here is a quick snapshot of what four Connecticut economists and business professors think will happen to the state's economy in 2017.



Edward J. Deak

Professor Emeritus, Fairfield University

What's your 2017 economic outlook for Connecticut?	Modest Growth
How many jobs will Connecticut add?	5,500
What will Connecticut's unemployment rate be at the end of 2017?	4.9%
What type of GDP growth will Connecticut see in 2017?	1.5%
Which industries will add the most jobs?	Education and health
Which industry will lose the most jobs?	Government

Explain your 2017 economic outlook for Connecticut.

A combination of local and national events, trends and uncertainties have made developing a Connecticut economic forecast a more perilous activity than usual. First, the state has lost jobs in five of the last six months from June through November. Connecticut is one of only a handful of states that has failed to regain more jobs than were lost in the Great Recession.

Connecticut's year-over-year job gains are still minimally positive, and upward job revisions are always possible. However, the current 12 month loss of jobs in government, retail and leisure/hospitality are of concern. Connecticut's struggle to regain lost jobs reflects the minimal gains in real income and gross state product. Are these disturbing long-run trends or temporary statistical flukes?

Second, the above trends have interacted to create potential billion-dollar state budget deficits for fiscals 2018 and 2019. After two previous rounds of massive tax increases to close earlier deficits, additional tax hikes and/or service cuts could very well further restrain job, income and output gains in 2017. Additionally, Connecticut industry specific employment disruptions, resulting from proposed healthcare mergers and the restructuring of the hedge-fund industry, could complicate the forecast.

Lastly, the Federal Reserve is expected to continue to raise interest rates in 2017-18. The number, timing, and speed of these increases are likely to affect Connecticut home sales, commercial and residential construction, business investment as well as consumer retail spending.

But 2017 may not be a lost year for Connecticut. President-elect Trump's campaign theme holds out the expectation of federal income tax cuts, substantial increases in public spending for infrastructure, transportation, and defense projects, along with a rethinking of regulatory policies. Each of these might favor Connecticut employers and job creation.



Don Klepper-Smith

Chief Economist and Director of Research, DataCore Partners LLC

What's your 2017 economic outlook for Connecticut?	Modest Growth
How many jobs will Connecticut add?	10,000 to 12,000
What will Connecticut's unemployment rate be at the end of 2017?	5.5%-6%
What type of GDP growth will Connecticut see in 2017?	1%-1.5%
Which industries will add the most jobs?	Retail, leisure and hospitality
Which industries will lose the most jobs?	Health care and manufacturing

Explain your 2017 economic outlook for Connecticut.

There's clearly been an escalating "crisis of confidence" in Connecticut's business community that's been long ignored, and it's not going to turn around quickly.

Research shows that both business confidence and consumer confidence don't turn on a dime, and that it takes many years to rebuild confidence once it's lost.

The present lack of fiscal discipline in state and local finances is clearly one contributing factor.

With state and local budgets climbing 3, 4 and 5 percent annually, and those on fixed incomes earning 1 to 2 percent, it doesn't take a degree in math to understand that "mounting fiscal stress" is already baked into Connecticut's fiscal picture over the next 10 to 15 years.

The Connecticut economic forecast for 2017 calls for growth that is roughly half the national average. Therefore, I'm forecasting that we'll see growth in the 1 percent to 1.5 percent range based on modest gains in manufacturing output, a fractional rise in real disposable income, and below-average growth on non-manufacturing employment.



Nick Perna

Economic Advisor, Webster Bank

What's your 2017 economic outlook for Connecticut?	Moderate to Slow Growth
How many jobs will Connecticut add?	5,000
What will Connecticut's unemployment rate be at the end of 2017?	5.5%
What type of GDP growth will Connecticut see in 2017?	1%
Which industry will add the most jobs?	Financial activities including real estate sector
Which industry will lose the most jobs?	Government

Explain your 2017 economic outlook for Connecticut.

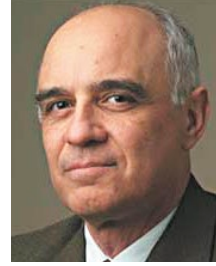
Connecticut is struggling under the burden of chronic fiscal deficits. We have yet to fully digest the negative consequences of deficit-reduction actions for the current fiscal year and now find ourselves facing deficits for the next budget biennium starting July 1.

My forecast for 5,000 jobs is actually an improvement over the past 12 months (through Oct. 2016) when jobs rose by only 3,200, which is a slim 0.2 percent — compared with a national gain of 1.7 percent. Next year's increase is mostly due to the somewhat faster economic growth expected for the nation. If that doesn't materialize, then Connecticut's growth could be even smaller.

Unfortunately, there's no painless way to eliminate these deficits. However, over-reliance on taxes will cause the economic climate to deteriorate further and make it very difficult to get future job growth. What is needed is broad and deep reform of spending programs, starting with a complete overhaul of state employee retirement benefits.

Also badly needed are reforms of the legislative/executive process such as including sunset provisions for major pieces of legislation and eliminating one of the redundant houses of the legislature to streamline decision making.

In all candor, the uncertainties surrounding the Connecticut budget-setting process and economic policy formulation in Washington make it unusually difficult to make forecasts at this time — especially about the future.



Farhad Rassekh

Professor of Economics, University of Hartford

What's your 2017 economic outlook for Connecticut?	Moderate Growth
How many jobs will Connecticut add?	10,000
What will Connecticut's unemployment rate be at the end of 2017?	5%
What type of GDP growth will Connecticut see in 2017?	0.5% to 1%
Which industries will add the most jobs?	Education and health care
Which industry will lose the most jobs?	High-tech manufacturing

Explain your 2017 economic outlook for Connecticut.

Connecticut's 2017 economic outlook appears to be grim just as it has been bleak in recent years. While the U.S. economy as well as the majority of states continue to recover from the Great Recession, Connecticut's economy lags behind in economic growth and job creation. Without a business-friendly environment, the performance of Connecticut's economy will remain mediocre in 2017. This grim outlook rests largely on economic policies at the state and federal levels.

Our economic woes will likely worsen in 2017 if President-elect Trump carries out his protectionist plan. Although Trump aims to reduce imports and prevent outsourcing, such actions will inevitably hurt the export sector of the economy, and, as a result, Connecticut's economy will suffer because it greatly depends on exports. The heavy reliance on exports has significantly contributed to job creation and high wages in Connecticut. But if the new administration manages to reduce imports, the value of the dollar, which has recently risen, will rise even higher making U.S. goods more expensive abroad.

To remain competitive, exporters will have to cut costs and reduce prices. Hence, they will lay off workers, move to low-cost areas, cut wages, or a combination of these actions, all of which hurt Connecticut's economy.

But regardless of federal policies, Gov. Dannel P. Malloy and the legislature should enact policies that encourage its residents and businesses to stay in Connecticut. Our current policies do the opposite: They send people and businesses to other states.

5 TO WATCH IN 2017

Here is a look at five business, government and higher education leaders to watch out for in 2017.

Stakes higher for Hartford's Bronin

By Matt Pilon

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Can Hartford remain solvent in its next fiscal year without additional financial help from the state legislature?

Mayor Luke Bronin has stopped short of calling it impossible, but he has given every indicator that it would be unlikely.

The first-term mayor — formerly chief legal counsel to Gov. Dannel P. Malloy — contends the city can't cut enough spending to cover the \$50 million deficit projected for the fiscal year that begins July 1, 2017, while still offering basic vital services. Bronin also perceives little opportunity to generate more revenue locally, hamstrung by the city's high commercial mill tax rate, large amount of untaxable properties and lack of one-off gimmicks such as debt restructuring and property sales.

"I think the city ran out of responsible one-time options a while ago," Bronin said during a December interview at city hall.

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In 2017, Mayor Luke Bronin will be at the state legislature asking for financial support to aid the struggling Capital City.



HB PHOTO | MATT PILON

UConn's master planner Cruickshank oversees Hartford campus, other major projects

By Gregory Seay

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Laura Cruickshank with the new building on Prospect Street that will house UConn's downtown campus set to open next fall.



PHOTO | STEVE LASCHEVER

When you're master planner and chief architect of a state university making its way through a multi-billion-dollar building-expansion program, breaking away for a first-hand look at a project in progress is a rare luxury.

"I have directors like Robert, who are in charge of projects," Laura Cruickshank, said of one of her aides, Robert Corbett, who directs the college's regional projects and development, including the downtown Hartford campus.

However, Cruickshank, flanked by Corbett, recently took time away from Storrs to visit the Capital City to inspect and talk about one of UConn's biggest, most visible developments: The \$140 million conversion of the former Hartford Times Building into 160,000 square feet of classroom, lecture and faculty space, along with 19,000 square feet of retail space, moving toward their fall 2017 debut.

The highly anticipated project will bring thousands of students, faculty and staff downtown, helping to fill the streets — and local businesses, cultural and other city institutions

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In cybersecurity role, House eyes gov't, biz needs

HB PHOTO | MATT PILON



Arthur House, Connecticut's first chief cybersecurity risk officer, at DAS' Farmington Avenue facility in Hartford.

By Matt Pilon

mpilon@HartfordBusiness.com

An uncommonly diverse professional background in higher education, national intelligence, international finance, health insurance and state government has given Arthur House a healthy appetite for new challenges.

Now House, 74, faces his next big test as the state's first-ever chief cybersecurity risk officer.

Gov. Dannel P. Malloy appointed House for the position in October, based not on any superior technical skills, but because he has experience convening industry groups to collaborate on strengthening cyber defenses. At the

Public Utilities Regulatory Authority (PURA), where House was a commissioner since 2012, he oversaw the creation of a cybersecurity plan for utility companies. The plan calls for confidential meetings in which utilities — which are already quite aware of cyber risks — share information with a limited number of state officials.

In some ways, House's new job is an expansion of the utility cybersecurity work he did at PURA, a role he openly admits to missing, though he is also enjoying having a sole focus, as opposed to handling countless cases involving electric, gas, water and telecom providers. He wanted to be reappointed to PURA, but

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HSC's Ricci faces tough healthcare environment after year of major successes

By John Stearns

jstearns@HartfordBusiness.com

Hospital for Special Care (HSC) chief executive Lynn Ricci knows the hospital was handed a valuable gift — financially and image-wise — in August as a beneficiary of funds raised through the Travelers Championship golf tournament.

New Britain-based HSC received more than \$300,000 to apply toward researching amyotrophic lateral sclerosis (ALS), or Lou Gehrig's disease, which took the life of Travelers Executive Chairman Jay Fishman shortly after the tournament, and hiring more ALS clinicians.

"This Travelers exposure for us was so extraordinary," Ricci said, anticipating to capitalize on that in 2017 and beyond. "It raised the bar for the team and we need to stay in front of that. I think for us to leverage those experiences is going to be very important."

The attention the tournament gave HSC follows other recognition for its outpatient and inpatient program for autistic youth, including becoming the nation's first Patient-Centered Specialty Practice and one of 10 U.S. inpatient units offering inter-disciplinary treatment.

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Lynn Ricci, president and CEO of Hospital for Special Care and its parent, Center of Special Care Inc., seen outside the New Britain hospital.

HB PHOTO | JOHN STEARNS

Newell tools integration, deal-making top Loree's challenges

By John Stearns

jstearns@HartfordBusiness.com

It didn't take Jim Loree long to make a splash as the new president and CEO of New Britain-based Stanley Black & Decker Inc., a position he ascended to Aug. 1. Barely two months later he engineered plans to buy Newell Brands Inc.'s tool business for \$1.95 billion.

The deal, announced Oct. 12, could

close in the first quarter of 2017, Loree said, and integrating Newell tools and its Lenox and Irwin brands will be next year's No. 1 challenge.

But Loree, 58, at the company since 1999, is no stranger to big acquisitions, having participated in then-Stanley Works' \$4.5 billion purchase of Black & Decker in 2010 when he was chief operating officer. He became

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PHOTO | CONTRIBUTED



Jim Loree became president and CEO of New Britain-based Stanley Black & Decker Inc. in August.

Bronin

"At this point, I think we're just about out of options both responsible and irresponsible."

Convincing state lawmakers to make major reforms that steer more revenue to cash-strapped cities — whether through sales tax redistributions, payment-in-lieu-of-taxes increases or some other mechanism — will be Bronin's most significant challenge in 2017.

"My No. 1 priority is not the battle we've chosen, it's the battle we have to fight, and that's the battle to get the city of Hartford through a historic fiscal crisis and on the path to fiscal health, and that can't be done through local action alone," Bronin said. "There aren't enough cuts to

be made and we already have taxes that make it awfully hard to grow."

He also continues the difficult work of trying to convince often skeptical residents of surrounding towns that Hartford is worth bailing out. On Dec. 6, Bronin told a West Hartford audience in a two-plus-hour meeting that a Hartford bankruptcy would be a long, expensive process that would make the Capital City front-page news across the country, without totally solving future deficits.

"It would have enormous reputational costs to us as a state," Bronin said.

City Council President Thomas "TJ" Clarke II — a Bronin ally and fellow first term — said another year without major changes in state funding will create "an

extremely tight" situation for Hartford.

"We'll be talking about cutting senior centers, rec centers," decisions that would impact "our most vulnerable populations," Clarke said.

While he was on Bronin's slate of council candidates in the 2015 election, Clarke said he and the mayor haven't agreed on everything.

Clarke didn't support Bronin's omnibus bill pitched to the state legislature earlier this year, which would have consolidated union bargaining in the city and taken some fiscal oversight powers away from the council, as well as imposed a surcharge on large commercial properties and nonprofits.

It wasn't clear at press time what type of proposal will be pitched this year.

Bronin said all options remain on the table and he's been consistently outspoken about what he views as a long-term structural problem that could lead Hartford to bankruptcy if left unchecked.

"I think more than anything else ... I just tried to be direct, honest and transparent about both the opportunities and enormous challenges we face as a city," Bronin said.

Though Clarke said he believes in transparency, he worries that Bronin's outspokenness on the city's financial struggles may have drawn too much negative attention, possibly even from ratings agencies, which have downgraded the city's debt ratings several times this year.

"To me, the communication should have been more carefully scripted,"

Cruickshank

— with a new sense of vibrancy.

UConn's new downtown location aims to create a neighborhood campus by closely linking with nearby cultural institutions and state and government agencies, including the Hartford Public Library, which will house UConn classrooms and study areas. The project will also bring a Barnes & Noble bookstore and the School of Social Work downtown.

"For UConn, moving to downtown Hartford is a return to our roots since this campus originated in the city," Cruickshank said. "We are excited to be part of the energy supporting the growth and revitalization of Hartford and the opportunities that being in the state's Capital City make available to our students."

Although she arrived three years ago, well after UConn administrators and trustees had decided to open in Hartford,

Cruickshank's eye and expertise were crucial in helping UConn avoid an embarrassing space-constraint situation. She credits the city, the Capital Region Development Authority, and the Hartford Public Library for partnering in a solution.

"It quickly became apparent that the [campus' programs] required a building larger than appropriate for the Hartford Times site and its neighborhood," she said. "I relayed that message to the UConn administration, and that led to research and discussion about the idea of an urban campus, such as [New York University], Temple and Yale, where academic and support space are located in multiple buildings."

Cruickshank is quick to note that the downtown campus, to replace its half-century-old one in West Hartford, is one of several underway or coming under the 10-year, \$2 billion capital-building program now known as Next Generation Connecticut.

"This is a piece of the puzzle," she said, "and if one piece gets too big, it throws off the whole project."

Cruickshank arrived at UConn in Feb. 2013 from cross-state rival Yale University, where she had been a planner-designer since 2002. She is a 1975 graduate of Massachusetts' Mt. Holyoke College, and earned her master of architecture degree from the University of New Mexico School of Architecture and Planning in 1980.

One of her Yale projects was the creation of a Singapore campus for a liberal-arts college that Yale collaborated in establishing there.

Despite her career arc through academia, the married Mansfield Center resident is no stranger to the private sector. Cruickshank spent eight years in private practice, with stops in Westchester and Rochester, N.Y., and Albuquerque, N.M., before moving to Hamden in 1988.

She worked from 1988 to 1995 at Noyes

Vogt Architects in Guilford, and from 1995 to 2002 at Nelson Edward Cruickshank Architects, now Nelson Edwards Co. Architects, in Branford.

At UConn's flagship campus in the Storrs section of Mansfield, the school this fall finished renovation of a classroom building. Also, work is underway on a \$95 million engineering/sciences building and the \$163 million Innovation Partnership Building in UConn's Tech Park development.

Like the downtown campus, both are set for 2017 completion.

As for UConn's Hartford campus, Cruickshank said she anticipates no major holdups as work progresses smoothly toward a late summer completion, in time for the start of fall classes.

"We believe it will be a terrific success — but it would make construction a bit easier if we don't have 3 feet of snow all winter!" she said " ... We'll push right to the finish line."

House

Malloy approached him over the summer and asked him to take on a new role.

"In August we talked about reappointment, but he said 'I really want you to do this,'" House recounted during a recent interview in his new office at 55 Farmington Ave. in Hartford, where the Department of Administrative Services' technology division is housed.

Among House's assigned tasks in the coming year: Developing a statewide cybersecurity plan across multiple state agencies; identifying ways to respond to potential cyber attacks and related disruptions; and making inroads with the private sector to better understand how the state can help companies, hospitals and others improve their own cybersecurity. He is also expected to participate in PURA's cybersecurity meetings.

House admits that he's daunted by the scope of his new job, but is optimistic about the work, and believes Malloy was wise to create the position.

"I think the creation of the position itself was a recognition that we need to learn more about cybersecurity and how it affects us," House said. "The first step before we get to businesses is to make sure we have our own act together in the state of Connecticut."

But discussions with the defense, banking, insurance, utilities and health-care sectors are already beginning. Some of those industries have advanced security, but House said he thinks the state can still help. His national-security clearance, which he received when working for the Director of National Intelligence in 2009, could prove to be an advantage in creating better collaboration with industry.

"It makes me much more savvy about what's going on," he said.

He won't be able to share direct classified information with industry, but he said it will help him identify developing problems as soon as possible and reach out to potentially impacted companies.

While House will seek to beef up cybersecurity for various companies,

he said he is no "czar." Any cooperation from private industry would be voluntary. He doesn't have the power to regulate companies, like he did at PURA. And he doesn't want to worry businesses.

"We need to cooperate and we want to do what we can to help them be more secure," House said. "We're not going down some new regulatory path here."

In November, House visited Ukraine — the site of the first known cyber attack on utility infrastructure — to learn and share experiences with officials from a small consortium of countries.

No such attack has happened on U.S. soil, but House said hackers regularly probe system defenses used by both state agencies and companies.

Connecticut needs to better prepare for the possibility of an attack, which could have consequences far more devastating than Superstorm Sandy or the 2011 snowstorm that knocked out power in some places for several weeks, he said.

While cybersecurity is a highly technical subject, House readily admits he is

no technocrat, though his security clearance has allowed him to witness cybersecurity operations to which the public is not privy.

"I'm a strategy and policy guy," he said.

House, who is married with three daughters attending college, reports to the state's chief information officer, Mark Raymond.

Raymond said House brings "an ability to coalesce" industry leaders and an understanding of the broader challenge of cybersecurity.

While the state hasn't played much of a role helping industry with cybersecurity, Raymond sees it as fitting into a broader collaboration with private entities related to public health and emergency management.

"I'm thrilled we have him in that role," Raymond said. "I think we're doing something very different."

In his free time, House enjoys reading, writing, gardening and sailing on his 12-foot boat.

"I burn a lot of wood in the winter," he said. "I'm an old Yankee and I feel insecure if my woodpile is low."

► Clarke said.

But Bronin has no regrets about his approach.

"Anybody who thinks you can hide a crisis of that magnitude from the ratings agencies is fooling themselves," he said.

As for his first year as mayor, Bronin said he's proud of the tough stance he took on ballpark construction, calling the bond on the developer when work was overdue and over cost.

While that decision may have delayed the project's completion date even further, Bronin said the city was sending a message that no developers are going to take advantage of Hartford — something that's happened in the past.

Bronin also takes pride in regular town

hall meetings and in the Hartford Youth Service Corps, a teen employment program he helped launch over the summer.

Despite being the bearer of bad news about the city's finances, he insists he loves being mayor.

"No regrets whatsoever," he said.

As Clarke sees it, Bronin's strengths lie in his relationships in state government and with other city mayors who he expects will be in his corner come January.

Clarke said he believes state legislators will pull the city back from the brink of insolvency.

"I just hope we can get as much as we can of what we're going to be requesting," Clarke said. "It's going to be a nail-biting session." ■

► Ricci

"We have a lot of successes to celebrate and we're probably at the best point we've ever been in the history of the hospital in terms of being known outside of the New Britain community, but we can't stop," Ricci said. "We have to really leverage that because that's going to bring us philanthropy, it's going to bring us grants, it's going to continue to bring us really great employees."

It's a pivotal time for Ricci, 57, who succeeded Dr. John Votto as president and CEO of HSC on Oct. 1, 2015, and added the additional role of president and CEO of HSC's parent, Center of Special Care Inc., also held by Votto, on Oct. 1, 2016. While new as CEO, Ricci — who lives in Killingworth, is married and has two adult children — has been with HSC since 2004, most recently as chief operating officer.

She oversees HSC, a therapeutic riding program with 10 horses in Middletown and a satellite hospital program within St. Francis Hospital & Medical Center's north campus. About 1,100 employees treat patients in areas including pulmonary, acquired brain injury, neuromuscular, spinal cord, autism, cardiac and complex pediatric care.

Roughly 75 percent of HSC's patients are on Medicaid, presenting financial challenges. HSC is entering its 10th year without an increase in Medicaid reimbursements, while patient loads and operating costs rise. There's talk nationally of converting Medicaid to block grants, which could mean states losing some federal matching dollars, Ricci said.

With HSC's heavy reliance on Medicaid, "it makes us certainly more vulnerable," she said.

That's why HSC tries to avoid overlapping other hospitals. Its autism program, for example, attracts patients from throughout Connecticut. HSC also serves about 250 of the state's 300 ALS patients.

HSC plans to build a new, specially designed 12-bed autism inpatient unit that would replace the eight-bed unit in

converted space, but fundraising for that is probably a couple years off, Ricci said.

More immediately, HSC is hiring a second Parkinson's disease doctor in early 2017 to reduce the months-long wait for new patients to see the current specialist. The Parkinson's program, like others at HSC, is attractive for its continuum of care, Ricci said.

HSC also is challenged in receiving patients discharged more quickly from acute-care hospitals who are sicker and demand more services as payers seek shorter stays or home care to lower costs, she said.

Ricci calls HSC a safety net for the state, caring for patients who would have nowhere else to go. While state Medicaid payments are flat, Connecticut has provided other valuable support, including for the inpatient autism unit and electronic medical records system, she said.

The fiscal environment requires careful management to protect bedside care.

Votto, who stepped down after 19 years as HSC CEO, said Ricci is suited to the challenge. HSC's employee culture has been important to its success and he said Ricci understands the culture, is energetic, collaborative, personable and smart.

Her challenge is retaining those positive forces amid uncertainties surrounding U.S. healthcare policy and reimbursements.

"Obviously, it gets harder and harder when the finances are cut," Votto said, stressing HSC's focus on efficiency, multitasking and nimbleness.

"I think she's going to be successful and the hospital's going to continue to be successful," Votto said. "You can't sit on your laurels. I think you've got to work at it every day."

That includes looking for new opportunities, such as potentially consulting other autism programs nationally, something Ricci could begin in 2017.

"It's a challenging environment," Ricci said, but there's potential in exporting some of HSC's talents. ■

► Loree

president and COO in 2013 before replacing the retiring John Lundgren this year.

The Black & Decker integration team remains largely intact and the company will use the same integration methodology with Newell, Loree said, expecting good results "because the organization has good muscle memory."

He called the Newell deal simpler than the Black & Decker purchase, which combined two equal-sized companies. Stanley Black & Decker, with revenues this year between \$11 billion and \$12 billion, is digesting a tools business with 2015 revenues of \$790 million, "so it's a different scale ... nonetheless, I never want to minimize the challenges associated with integrating acquisitions."

Newell won't be Stanley's last buyout. Acquisitions will be necessary to reach the company's aim of doubling revenues by 2022.

Asked about a report the company was interested in Craftsman tools, which Sears Holdings wants to sell, Loree was vague.

"We're kind of covered by confidentiality in that regard," he said. "However, Craftsman is one of America's great tool brands and in some ways we'd love to have that brand as part of our portfolio, but there are challenges associated with it that may or may not be insurmountable."

Future acquisitions could include expansion of Stanley's core tools business, and additions in its industrial and security systems areas, Loree said.

The company can grow 4 to 6 percent a year organically through its focus on digitization, innovation and commercial excellence, he said.

"We really are focused on becoming one of the world's great innovators ... and that will fuel our growth for years to come," Loree said.

An example is its new DeWalt FlexVolt, a 60-volt battery system that can extend a 20-volt cordless tool's runtime by up to four times. It also can power miter saws and other tools that require more power and haven't been cordless before, he said. Two FlexVolts can power a 120-volt cordless power tool.

"It's an incredible innovation story because it was just a concept about two years ago," he said.

Special teams also are working in business units to stay ahead digitally because industrial companies aren't immune from digital disruption, Loree said, adding the company's view is: "Let's disrupt ourselves before somebody disrupts us."

Corporate social responsibility also is important to Stanley, which is infusing sustainability into all aspects of its design, manufacturing and distribution process and been recognized nationally for its progress, he said.

David MacGregor, a senior analyst at Longbow Research in Independence, Ohio, who follows Stanley, said in an email he expects a substantial new product roll out in 2017, featuring 60- and 120-volt tools, a higher-voltage area of the cordless power-tool category that's still relatively unpopulated. However, with the FlexVolt, growth in 60- and 120-volt tools will pull along battery sales and create a meaningful incremental earnings stream, he added.

MacGregor also expects Stanley's industrial business to

benefit from another good year of new automotive sales. Also, Stanley's CRC-Evans subsidiary, focused on pipeline inspection/welding/maintenance, could benefit from "improving energy-sector business and an emerging pro-pipeline view in both Washington and Ottawa."

As for Loree, he's a well-respected executive with a track record of delivering for shareholders, MacGregor wrote.

"Culturally, Jim's influence is already pervasive throughout the organization, so incremental improvements associated with his having taken over the CEO role will be more nuanced," MacGregor said.

Loree has three daughters, 3, 4 and 20, and is married to Rebecca Kennedy Corbin Loree of Corbin Perception Group LLC. Their Jim and Rebecca Loree Foundation supports STEM education, schools like Grace Academy in Hartford, and the arts.

The drive to help the arts is intensified by Loree's concern as a business leader seeing GE pull its headquarters from Connecticut and the potential for others to follow, eroding the state's economic base, talent recruitment and arts support. Loree says he's involved with government leaders to help improve the state's business climate and is cautiously optimistic the state can right itself.

"It's not a sustainable model right now, and so that has to change," Loree said. "That's why I think a business-government partnership could be good because I think the business leaders in the community would rally around a government that said, 'OK, we're going to address the structural fiscal problems once and for all from a cost point of view and you, businesses, you figure out how to bring the jobs in' — and that's the partnership," he said. ■

► **'We really are focused on becoming one of the world's great innovators ... and that will fuel our growth for years to come.'**

Jim Loree, president and CEO, Stanley Black & Decker Inc.



2017 BANKING OUTLOOK

CT credit unions' prospects brighten despite rate, state fiscal pressures

By Dean Marchessault

CEO, American Eagle Financial Credit Union

Prospects for many credit unions have improved and should continue to do so in 2017, even if interest rates rise at modest levels during the year. The year 2015 ended with, and 2016 is tracking toward, positive member growth for Connecticut credit unions, after five-plus years of sideways movement. Through the second quarter of 2016, over two-thirds of the 107 credit unions in Connecticut have grown assets, a significant improvement from the past few years. Currently, three out of four credit unions have positive return on assets, a 50 percent improvement over 2013.

At American Eagle Financial, 2016 was a good year. We experienced double-digit net loan growth fueled by consumer home and auto purchases and refinancing.

Auto sales financing for all credit unions has been a growing part of the industry since the large banks retrenched during the financial crisis. Credit unions across the country are front and center in auto financing, and with new auto sales at near record highs the last few years, business has been good and loan quality is strong.

The election

Credit unions have similar regulatory and compliance burdens to banks of equal size. The recent election results may suggest some moderation in the implementation of so much new regulation, like for example the rules implemented with Dodd-Frank. Actual results will vary from campaign promises.

Overturning large pieces of legislation or making wholesale changes at various regulatory agencies and authorities takes a lot of effort and cooperation.

President-elect Trump clearly has numbers on his side as he begins his administration, and he has telegraphed a message of less regulation in certain areas of financial services, but also supports bringing back some practices that could impact larger institutions.

The economic environment

American Eagle is expecting two rate increases in the next year or so. The low-rate environment will prevail for some time though, as GDP and other indicators are not yet demonstrating robust growth.

National employment numbers continue

to be published and adjusted so much that market makers have priced in rate increases long before they are actually implemented. Historically low rates and the availability of credit are helping many Connecticut residents to lower their borrowing costs and consolidate loans.

Standard and Poor's provided a negative outlook for Connecticut, saying the state's budget and unfunded pension liabilities make the state's economic future look uncertain. There are no easy answers for this gap to be closed, and debt service is already a hefty portion of our annual budget. This will act as a headwind for any company contemplating Connecticut to domicile their business, with or without incentives, as the tax structure is still non-competitive even with some other New England states.

Connecticut is lagging all other New England states in job recovery since the financial crisis and the state economy shows little signs of growth. This is putting pressure on the state's finances as tax receipts fail to deliver against spending levels. While there is evidence of a few larger employers staying put, there is still clearly more outmigration of manufacturing jobs to other states.

Connecticut is almost 30,000 jobs away from pre-recession employment levels. Jobs impact consumers' ability to buy things and obtain credit, which is central to the business focus of local financial institutions like credit unions. Many smaller credit unions rely upon a handful of businesses and their employees and family members to provide a source of credit and thrift for their organizations, and fewer employees mean lower lending.

Local population, consumer trends

Census data has shown that Connecticut residents are moving to New York and Massachusetts in large numbers. While they are not low-cost places to live, the vibrancy of their key cities and the economic tailwinds make them attractive markets, especially for younger workers.

The population continues to have dissatisfaction with high taxes, the real estate market, and the climate. Fewer jobs equals fewer prospects/people, all this occurring while new forms of competition emerge. The Connecticut consumer is tentative at best, and consumer sentiment is somber.



Dean Marchessault

Improving business climate key to CT's economic future

By Jeff Hubbard

KeyBank's market president for Connecticut and western Massachusetts

"Current interest rates are attractive for borrowers."

"It's a borrowers' market."

"Now might be a good time to reinvest in my business."

We hear phrases like these all the time from Connecticut's financial professionals. And while these statements are true and the market appears favorable for borrowers, there are still several factors limiting business investment, expansion and overall growth in our state.

A recent small business survey from the Connecticut Business and Industry Association (CBIA) found the top three challenges for small businesses in the state were increasing profitability and growth, overly restrictive government regulations and policy decisions, and the rising costs of doing business in the state.

According to that survey, business owners ranked high personal income, tax rates, and the increasing cost of doing business in Connecticut as the most problematic and least favorable aspects of owning a company in the state. If you combine that with the 92 percent of businesses that said they do not believe Connecticut's public policies facilitate the efforts of small business interests, there is a case to be made that despite favorable lending markets, it's still a challenging time for businesses to grow and invest in the state of Connecticut.

In order to alleviate the concerns expressed by Connecticut's small businesses, it is important for owners and company leadership to work with legislators to help them better appreciate the interests and apprehensions of the small business community. This dialogue will help facilitate the type of environment that business owners want to see in order to confidently invest in a long-term business plan in our state.

Developing a short- or long-term plan that supports growth and profitability is often a challenge; it's important for business owners to focus on their company's unique strengths in order to establish them as industry leaders. Touting the benefits of your organization's products and services will help position you as a competitive business looking to expand its relationships with customers and employees.

Company culture is also important. It's a modern phrase with big impacts on

acquiring talent and retaining employees. Showcasing the values important to your business and the people who work there can make a big difference in overall image, particularly in a booming age full of digital and social-media channels.

Investing in talent will also increase long-term profitability. Our state is home to a skilled-workforce population, and growth and development initiatives designed to improve these skills and match workers with unfilled employment opportunities in industries like manufacturing, finance and health care, will only strengthen our state's economy.

We also need to continue to support public policy initiatives that improve transportation infrastructure, lower energy costs and decrease the overall cost of living and working in the state. If the cost of doing business in the state goes down, employers can reinvest those savings in

their businesses and their workers will benefit from a greater quality of life. Millennials are a big part of this — instead of flocking to Boston or New York City, let's give them a reason to stay in Connecticut and build their careers.

Looking ahead to 2017

While we are addressing solutions to the challenges that we face, we must also capitalize on our strengths. That same CBIA survey found several positive attributes that exist in Connecticut for the small business community — the biggest one being location, location, location.

Connecticut's proximity to customers, vendors and major metropolitan areas make it an attractive place to locate a business. We have a skilled workforce that has access to some of the best academic institutions. Centrally located in a developed and urban region of the United States, our quality of life is often considered a selling point of living and working here. We must promote these unique, positive attributes of our state and use them in recruiting more business investment in Connecticut.

This is a critical time for the business community to take a hard look at the future of business in our state. We need to work together with our state and federal elected officials on business-friendly initiatives, leverage the favorable market conditions that exist and promote the unique quality-of-life characteristics that Connecticut possesses. Doing so will serve as a springboard to jump-start small business growth and create a strong future for our local economy.



Jeff Hubbard

Q&A

Banks could see regulatory relief in 2017

Q&A talks with Michael Rauh, president and CEO of Chelsea Groton Bank and chairman of the Connecticut Bankers Association.

Q: What is your outlook for CT/U.S. banking in 2017?

A: The trends for banking in recent years have been a tightening of interest margins, increased expenses associated with regulatory compliance, weak demand for loans, a stagnant state economy, and industry consolidation.

The year 2017 could finally be the time that some of these trends begin to reverse. The trend most likely to change is the regulatory environment. With Republicans controlling both chambers on Capitol Hill in Washington as well as the White House, there is cautious optimism in the industry. There have been a number of proposals in recent years that both sides agreed on, but Congress's overall inability to get things done kept these from coming to fruition.



MICHAEL RAUH

President and CEO of Chelsea Groton Bank and chairman of the Connecticut Bankers Association

Some of the simple changes that have been stalled may finally be able to pass, and some of the more significant changes to Dodd-Frank and reining in the Consumer Financial Protection Bureau (CFPB) might also gain traction.

The other trend most likely to reverse is low interest rates. Candidate Donald Trump vowed during the campaign to get the American economy rolling again and if he's successful, there could be upward pressure on wages and many of the other metrics watched by the Federal Reserve to forecast inflation, causing them to raise rates. An improved economy would also stimulate loan demand, albeit tempered somewhat by any significant rise in interest rates.

This is all of course predicated on Trump's ability to deliver on his campaign promises.

Q: What's the one event or

development looming in or outside Connecticut that you worry could upset bankers' apple carts?

A: Clearly the biggest single wildcard for banks (and many businesses in Connecticut) is the state's fiscal condition.

The health of a bank is generally a reflection of the community it serves. Banks in a thriving economy tend to do well, and banks that are in economically depressed geographies generally reflect their surroundings. Connecticut's economy has stabilized and there are certainly pockets of strength so it is not surprising that the majority of banks in Connecticut are healthy.

However, growing our balance sheets and increasing earnings are a challenge for most banks here because of modest business formation, slow job growth, stagnant housing values, and flat population growth.

Without a growing economy, banks are forced to take business from each other in order to achieve individual growth goals and that puts pressure on margins and profitability. The state has gotten itself into a downward economic spiral where

cost-cutting seems to be a step or two behind revenue reductions, making it seem like we're constantly trying to make up for a newly projected deficit.

The state needs to address both sides simultaneously to get out of this cycle. We need to have permanent and structural spending reductions at the same time as we grow jobs and businesses to improve the income situation.

Q: You've mentioned it already, but how do you think Trump's election will impact the banking industry over the next few years?

A: The two most likely areas of impact would be the mountain of banking regulation that's grown over the last 30 years and the economy in general.

Trump's experience in business and as a user of bank services has shown him firsthand how "over regulation" can add costs and time delays to even the simplest of processes and he has vowed to cut unnecessary regulations, which we of course would welcome.



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Largest in-state banks

(Ranked by deposits as of June 30, 2016)

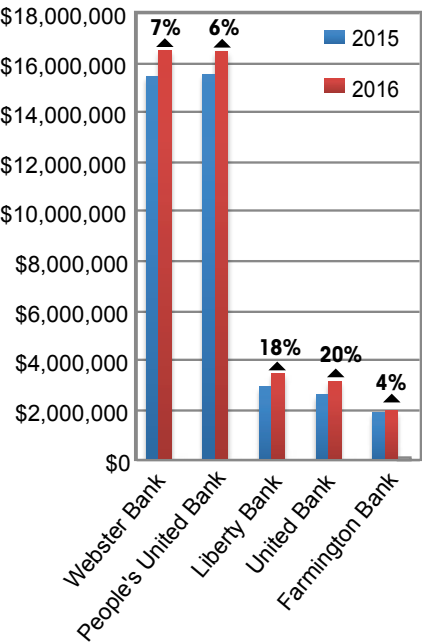
Rank	Company	Total deposits in market (000)	Market share	Assets/ Net loans and leases/ Net income Q4 2015 (000)	Conn. offices	Head of bank	Date established
1	Webster Bank NA 137 Bank St. Waterbury, CT 06702 203-578-2230; public.websteronline.com	\$16,509,443	13.04%	\$24,666,209 \$15,533,850 \$226,297	118	James C. Smith Chairman & CEO	1870
2	People's United Bank 850 Main St. Bridgeport, CT 06604 203-338-7001; www.peoples.com	\$16,465,476	13.01%	\$38,450,416 \$28,266,006 \$269,822	149	John P. Barnes President & CEO	1988
3	Liberty Bank (1) 315 Main St. Middletown, CT 06457 888-570-0773; www.liberty-bank.com	\$3,482,549	2.75%	\$3,987,715 \$2,920,988 \$27,294	55	Chandler J. Howard President & CEO	1825
4	United Bank 25 Park St. Vernon/Rockville, CT 06066 866-959-2265; www.bankatunited.com	\$3,160,987	2.50%	\$6,224,169 \$4,598,461 \$55,405	32	William H.W. Crawford IV President & CEO	1858
5	Farmington Bank 1 Farm Glen Blvd. Farmington, CT 06032 877-376-2265; www.farmingtonbankct.com	\$1,989,374	1.57%	\$2,707,619 \$2,351,551 \$14,582	25	John J. Patrick Jr. Chairman, president & CEO	1851
6	Union Savings Bank 226 Main St. Danbury, CT 06810 866-830-4200; www.unionsavings.com	\$1,684,816	1.33%	\$2,198,946 \$1,666,614 \$12,039	27	Cynthia C. Merkle President & CEO	1866
7	Bankwell Bank 208 Elm St. New Canaan, CT 06480 203-972-3838; mybankwell.com	\$1,188,309	0.94%	\$1,322,743 \$1,129,748 \$11,706	10	Christopher Gruseke CEO	2002
8	First County Bank 160 Atlantic St. Stamford, CT 06901 203-462-4400; www.firstcountybank.com	\$1,007,961	0.80%	\$1,432,860 \$1,035,764 \$5,254	16	Reyno A. Giallongo Jr. Chairman & CEO	1851
9	ion Bank 251 Church St. Naugatuck, CT 06770 877-729-4442; ionbank.com	\$914,864	0.72%	\$1,113,913 \$905,544 \$3,510	20	Charles J. Boulier, III President & CEO	1870
10	Savings Institute Bank and Trust Co. 803 Main St. Willimantic, CT 06226 860-423-4581; www.savingsinstitute.com	\$862,215	0.68%	\$1,473,999 \$1,167,242 \$4,736	20	Rheo A. Brouillard President & CEO	1842
11	Newtown Savings Bank (2) 39 Main St. Newtown, CT 06470 203-426-2563; www.nsbonline.com	\$816,261	0.64%	\$1,082,407 \$909,637 \$5,037	19	John Trentacosta President & CEO	1855
12	Chelsea Groton Bank 1 Franklin Square Norwich, CT 06360 860-823-4800; www.chelseagroton.com	\$813,716	0.64%	\$996,203 \$693,343 \$5,496	14	B. Michael Rauh Jr. President & CEO	1854
13	Thomaston Savings Bank 203 Main St. Thomaston, CT 06787 860-283-1874; thomastonsavingsbank.com	\$790,964	0.62%	\$871,833 \$636,799 \$4,202	12	Stephen L. Lewis President & CEO	1874
14	Savings Bank of Danbury 220 Main St. Danbury, CT 06810 203-743-3849; sbdanbury.com	\$709,853	0.56%	\$919,891 \$775,131 \$6,224	14	Martin G. Morgado President & CEO	1849
15	Torrington Savings Bank 129 Main St. Torrington, CT 06790 860-496-2152; torringtonsavings.com	\$670,138	0.53%	\$809,104 \$410,420 \$3,838	8	John E. Janco President & CEO	1868
16	Fieldpoint Private Bank & Trust 100 Field Point Road Greenwich, CT 06830 203-413-9300; www.fieldpointprivate.com	\$613,849	0.48%	\$798,123 \$564,116 \$2,653	1	Robert S. Matthews CEO	2008
17	Dime Bank 290 Salem Turnpike Norwich, CT 06360 860-859-4300; dime-bank.com	\$531,658	0.42%	\$785,319 \$555,262 \$2,386	11	Nicholas Caplanson President & CEO	1869
18	Darien Rowayton Bank 1001 Post Road Darien, CT 06820 203-656-3500; www.drbank.com	\$521,506	0.41%	\$584,839 \$429,054 (\$5,353)	3	Robert K. Kettenmann President & COO	2006
19	The Guilford Savings Bank 1 Park St. Guilford, CT 06437 203-453-2721; www.gsb-yourbank.com	\$509,374	0.40%	\$621,950 \$432,383 \$3,675	7	Timothy P. Geelan President & CEO	1875
20	Connecticut Community Bank NA 1495 Post Road East Westport, CT 06880 203-319-6260; www.ccbankonline.com	\$421,702	0.33%	\$471,345 \$296,958 (\$4,305)	10	David W. Tralka President & CEO	1998
21	Patriot Bank NA 900 Bedford St. Stamford, CT 06901 203-251-7200; www.pnbk.com	\$409,811	0.32%	\$653,479 \$479,127 \$3,096	8	Kenneth T. Neilson President & CEO	1994
22	Salisbury Bank & Trust Co. 5 Bissell St. Lakeville, CT 06039 860-435-9801; www.salisburybank.com	\$381,725	0.30%	\$891,187 \$699,781 \$8,792	4	Richard J. Cantele Jr. President & CEO	1874
23	The Simsbury Bank & Trust Co. 981 Hopmeadow St. Simsbury, CT 06070 860-658-2265; www.simsburybank.com	\$377,987	0.30%	\$444,704 \$324,889 \$1,687	5	Martin J. Geitz President & CEO	1995

Total loans/leases of top 24 local banks (in thousands)

2015.....\$62,866,558
2016.....\$67,017,405

% Change**6.60%**

How the top 5 fared:
Total deposits (in thousands)



	2015	2016	% change
Webster Bank	\$15,437,939	\$16,509,443	7%
People's United Bank	\$15,545,570	\$16,465,476	6%
Liberty Bank	\$2,946,121	\$3,482,549	18%
United Bank	\$2,633,475	\$3,160,987	20%
Farmington Bank	\$1,908,957	\$1,989,374	4%

Source: Federal Deposit Insurance Corp. website: www.fdic.gov
(1) Acquired Naugatuck Valley Financial Corp., parent to Naugatuck Valley Savings and Loan, effective Jan. 15, 2016.
(2) Main Street branch will relocate to 30-32 Church Hill Road.
—Compiled by Heide Martin.

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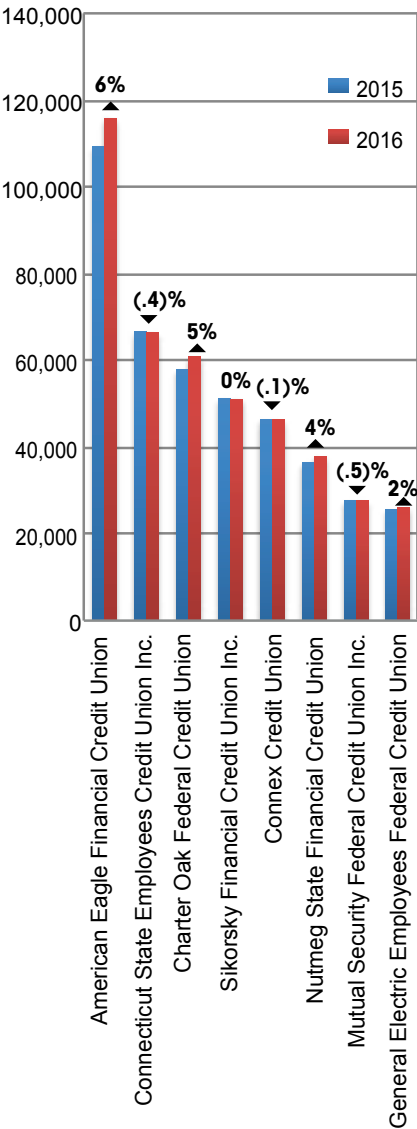


Largest credit unions in Connecticut

(Ranked by assets as of June 30, 2016)

Rank	Company	2016 assets/ 2015 assets	2015-2016 % change in assets	2016 members	Total loans and leases	Person in charge	Year chartered
1	Connecticut State Employees Credit Union 84 Wadsworth St. Hartford, CT 06106 860-522-5388; www.csecreditunion.com	\$1,751,054,070 \$1,706,615,766	2.6%	66,408	\$318,940,729	Daniel R. Daigle	1946
2	American Eagle Financial Credit Union 417 Main St. East Hartford, CT 06118 860-568-2020; www.americaneagle.org	\$1,450,507,251 \$1,410,283,377	2.9%	115,806	\$1,063,621,585	Dean Marchessault	1935
3	Charter Oak Federal Credit Union 1055 Hartford Turnpike Waterford, CT 06385 860-446-8085; www.charteroak.org	\$966,856,195 \$874,081,601	10.6%	60,824	\$763,020,175	Brian A. Orenstein	1939
4	Sikorsky Financial Credit Union 1000 Oronoque Lane Stratford, CT 06614 203-377-2252; www.sikorskyfcu.org	\$731,356,469 \$711,697,712	2.8%	51,090	\$369,315,209	Vincent Ciambriello Jr.	1948
5	Connex Credit Union 412 Washington Ave. North Haven, CT 06473 800-278-6466; www.connexcu.org	\$457,184,609 \$441,262,462	3.6%	46,353	\$340,673,715	Frank Mancini	1940
6	Nutmeg State Financial Credit Union 521 Cromwell Ave. Rocky Hill, CT 06067 860-513-5000; www.nutmegstatefcu.org	\$394,993,293 \$382,626,665	3.2%	37,833	\$297,732,967	John D. Holt	1935
7	Mutual Security Credit Union 12 Progress Drive Shelton, CT 06484 203-402-7400; www.msfcu.net	\$267,298,814 \$261,579,442	2.2%	27,593	\$236,124,026	Larry F. Holderman	1982
8	Dutch Point Credit Union (1) 195 Silas Deane Highway Wethersfield, CT 06109 860-563-2617; www.dutchpoint.org	\$263,366,264 \$245,816,471	7.1%	21,037	\$121,798,873	Francis R. Proto	1960
9	Scient Federal Credit Union 60 Colver Ave. Groton, CT 06340 860-445-1060; www.scientfcu.org	\$237,722,375 \$238,220,958	-0.2%	18,487	\$200,580,299	David Purcell	1983
10	Waterbury Connecticut Teachers Federal Credit Union 773 Straits Turnpike Middlebury, CT 06762 800-992-2226; www.wctfcu.com	\$237,018,542 \$235,390,801	0.7%	17,996	\$156,961,224	George V. MacDonald	1934
11	360 Federal Credit Union 191 Ella Grasso Turnpike Windsor Locks, CT 06096 860-627-4200; www.360fcu.org	\$222,257,287 \$214,084,778	3.8%	16,985	\$145,055,482	Robert L. Aresti	1952
12	General Electric Employees Federal Credit Union 265 Sub Way Milford, CT 06461 800-992-8472; www.mygecreditunion.com	\$204,011,448 \$195,046,784	4.6%	26,090	\$86,511,736	Christopher A. Moran	1940
13	CorePlus Federal Credit Union 202 Salem Turnpike Norwich, CT 06360 860-886-0576; www.coreplus.org	\$202,195,851 \$197,080,262	2.6%	21,249	\$130,104,225	Nicholas K. Fortson	1936
14	Seasons Federal Credit Union 524 S. Main St. Middletown, CT 06457 860-346-6614; www.seasonsfcu.org	\$162,693,657 \$153,962,847	5.7%	20,021	\$126,082,275	Keith A. Wiemert	1935
15	Achieve Financial Credit Union 279 New Britain Road Berlin, CT 06037 860-828-2790; www.achievetfinancialcu.com	\$129,592,958 \$121,853,103	6.4%	15,978	\$93,176,494	Andrew J. Klimkoski	1954
16	Wepawaug-Flagg Federal Credit Union 105 Sanford St. Hamden, CT 06514 203-288-1695; www.wffcu.org	\$112,586,711 \$82,423,361	36.6%	14,802	\$42,814,678	Michael J. Hinchey	1936
17	United Business & Industry Federal Credit Union 120 Woodford Ave. Plainville, CT 06062 860-747-4152; www.ubifcu.com	\$98,814,371 \$87,217,921	13.3%	11,022	\$65,912,176	Stuart Phillips	1951
18	Hartford Federal Credit Union 964 Asylum Ave. Hartford, CT 06105 860-527-6663; www.hartfordfcu.com	\$93,541,439 \$90,418,465	3.5%	16,587	\$46,751,885	Edward P. Danek Jr.	1961
19	First Bristol Federal Credit Union 25 North St. Bristol, CT 06010 860-584-0956; www.firstbristol.org	\$87,937,267 \$87,166,824	0.9%	7,618	\$41,890,607	Mark J. Cornacchio	1935
20	Finex Credit Union 616 Burnside Ave. East Hartford, CT 06108 860-282-0001; finexcu.org	\$81,390,449 \$81,824,149	-0.5%	9,254	\$57,203,252	Michael J. Palladino	1938
21	Northeast Family Federal Credit Union 233 Main St. Manchester, CT 06045 860-646-8870; www.nefamily.coop	\$76,526,844 \$72,881,820	5.0%	6,274	\$33,355,592	Joanne S. Todd	1938
22	FD Community Federal Credit Union 601 Watertown Ave. Waterbury, CT 06708 203-753-9201; www.fdcommunityfcu.org	\$72,072,963 \$68,323,492	5.5%	7,843	\$50,945,668	Michael C. Kinne	1934

Credit Unions with the most members



	2015	2016	% change
American Eagle Financial Credit Union	109,358	115,806	6%
Connecticut State Employees Credit Union Inc.	66,653	66,408	-0.4%
Charter Oak Federal Credit Union	57,863	60,824	5%
Sikorsky Financial Credit Union Inc.	51,095	51,090	0%
Connex Credit Union	46,417	46,353	-0.1%
Nutmeg State Financial Credit Union	36,342	37,833	4%
Mutual Security Federal Credit Union Inc.	27,723	27,593	-0.5%
General Electric Employees Federal Credit Union	25,673	26,090	2%

Source: The National Credit Union Administration (www.ncua.gov). All data (assets, number of members, and loans and leases) date from June 30th.
(1) Dutch Point Credit Union has filed a merger application with MidConn Federal Credit Union, based in Middletown.
—Compiled by Heide Martin.

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Largest out-of-state banks in Connecticut

(Ranked by Conn. deposits as of June 30, 2016)

Rank	Company	Conn. deposits 2016/2015/2014 (000)	Market share 2016/2015/2014	Conn. offices/ Total offices	Parent company	Parent headquarters
1	Bank of America NA 185 Asylum St. Hartford, CT 06103 800-432-1000; www.bankofamerica.com	\$29,974,616 \$29,705,772 \$29,110,385	23.68% 24.67% 25.72%	140 4,974	Bank of America Corp.	North Carolina
2	Wells Fargo Bank NA 101 North Phillips Ave. Sioux Falls, SD 57104 203-773-9037; www.wellsfargo.com	\$8,982,455 \$8,136,864 \$8,508,245	7.10% 6.76% 7.52%	75 6,259	Wells Fargo & Co.	California
3	TD Bank NA 2461 Main St. Glastonbury, CT 06033 860-652-6507; www.tdbank.com	\$6,827,746 \$6,584,804 \$6,325,029	5.39% 5.47% 5.59%	71 1,294	Toronto Dominion (TD) Bank	Toronto, Canada
4	JP Morgan Chase Bank NA 21 East Ave. New Canaan, CT 06840 203-972-1606; www.chase.com	\$5,533,022 \$5,157,203 \$5,056,325	4.37% 4.28% 4.47%	50 5,623	JP Morgan Chase & Co.	New York
5	Citibank NA 399 Post Road West Westport, CT 06880 203-635-6763; www.citibank.com	\$4,154,000 \$3,383,810 \$3,209,821	3.28% 2.81% 2.84%	14 1,039	Citigroup Inc.	New York
6	KeyBank (1) 127 Public Square Cleveland, OH 44114 800-539-2968; www.key.com	\$4,144,827 \$4,106,719 \$4,099,870	3.27% 3.41% 3.62%	76 390	Key Corp.	Ohio
7	Citizens Bank NA 63 Eugene O'Neill Drive New London, CT 06320 860-444-6300; www.citizensbank.com	\$2,722,656 \$2,588,150 \$2,514,166	2.15% 2.15% 2.22%	44 859	Citizens Financial Group Inc.	Rhode Island
8	Santander Bank NA 1010 Farmington Ave. West Hartford, CT 06107 860-570-3121; www.santanderbank.com	\$1,910,302 \$1,924,479 \$1,442,482	1.51% 1.60% 1.27%	28 674	Banco Santander SA	Madrid, Spain
9	Manufacturers & Traders Trust Co. (M&T Bank) 599 Newfield Ave. Stamford, CT 06905 203-348-8800; www.mtb.com	\$832,397 \$888,423 (2) \$1,048,120 (2)	0.66% 0.74% (2) 0.93% (2)	9 861	M&T Bank Corp.	New York
10	First Republic Bank 93 Mason St. Greenwich, CT 06830 203-422-0818; www.firstrepublic.com	\$381,094 \$331,066 \$223,367	0.30% 0.27% 0.20%	1 73	First Republic Bank	California
11	BNY Mellon NA 10 Mason St. Greenwich, CT 06830 203-487-5758; www.bnymellon.com	\$343,484 \$327,840 \$298,546	0.27% 0.27% 0.26%	3 (3) 44	The Bank of New York Mellon Corp.	New York
12	HSBC Bank USA NA 19 Post Road East Westport, CT 06880 800-975-4722; www.banking.us.hsbc.com	\$302,527 \$289,371 \$336,738	0.24% 0.24% 0.30%	3 249	HSBC Holdings PLC	London, United Kingdom
13	Berkshire Bank 68 State House Square Hartford, CT 06103 860-246-5200; www.berkshirebank.com	\$295,947 \$242,294 \$239,948	0.23% 0.20% 0.21%	8 95	Berkshire Hills Bancorp Inc.	Massachusetts
14	Easthampton Savings Bank/ CNB 182 Main St. Putnam, CT 06260 860-753-4500; www.bankesb.com	\$244,701 \$279,401 \$285,557 (4)	0.19% 0.23% 0.25% (4)	5 15	Hometown Financial Group MHC	Massachusetts
15	Northern Trust Co. 165 Mason St. Greenwich, CT 06830 203-863-1400; www.northerntrust.com	\$189,620 \$137,175 \$121,561	0.15% 0.11% 0.11%	1 74	Northern Trust Corp.	Illinois
16	Capitol One NA 45 S. Main St. Branford, CT 06405 203-481-3471; www.capitalone.com	\$160,405 \$185,508 \$196,215	0.13% 0.15% 0.17%	1 761	Capitol One Financial Corp.	Virginia
17	Westfield Bank 47 Palomba Drive Enfield, CT 06082 860-265-3919; www.westfieldbank.com	\$56,984 \$36,626 \$4,589	0.05% 0.03% 0.00%	2 14	Westfield Bank	Massachusetts
18	Washington Trust Co. of Westerly 14 Clara Drive Mystic, CT 06355 860-572-2058; www.washtrust.com	\$55,127 \$58,360 \$59,968	0.04% 0.05% 0.05%	1 23	Washington Trust Bancorp Inc.	Rhode Island
19	Signature Bank 75 Holly Hill Lane Greenwich, CT 06830 866-744-5463; www.signatureny.com	\$41,863 \$12,904 NA	0.03% 0.01% NA	1 32	Signature Bank	New York

Out-of-state banks with the most CT offices

	No. of offices
Bank of America	140
KeyBank (formerly First Niagara Bank) ...	76
TD Bank	71
Wells Fargo Bank	75
JP Morgan Chase Bank	50

Source: Federal Deposit Insurance Corp. website: www.fdic.gov. Notes: NA = Not applicable. Listed address denotes branch with the highest deposits in Conn. per June 30, 2016 report.
(1) Due to merger with Cleveland-based KeyCorp., First Niagara Bank NA accounts were converted to KeyBank's systems in Oct. 2016, and will do business as KeyBank moving forward; figures are for First Niagara Bank as of June 30, 2016.
(2) Figure represents Hudson City Savings Bank, which merged with and became part of M&T Bank on Nov. 1, 2015.
(3) Two offices offer limited services and had zero deposits as of June 30, 2016.
(4) As of June 30, 2015, acquired The Citizens National Bank of Putnam, now called CNB, a division of ESB. Figure represents the former Citizens National Bank, an in-state bank.
—Compiled by Heide Martin.

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Largest registered investment advisory firms in Greater Hartford

(Ranked by number of local investment advisors as of August 2016)

Rank	Firm	No. of local investment advisors	Local assets under management	Total no. of investment advisors	Total assets under management	Top local executive/Title	Headquarters	Year founded
1	Webster Investments 64 S. Main St. Wallingford, CT 06492 203-741-6580; public.websteronline.com	59	\$2,190,000,000	60	\$2,800,000,000	John Olerio Sr. vice president & director	Waterbury, CT	1995
2	RBC Wealth Management (1) 20 Church St., Suite 2300 Hartford, CT 06103 800-243-2478; www.rbcwmfa.com	50	\$5,100,000,000	1,850	\$273,000,000,000	Aaron Scott Director, Hartford complex	Minneapolis, MN	1909
3	Northstar Wealth Partners (2) 29 S. Main St., Suite B-8 West Hartford, CT 06107 888-886-7737; www.northstarwealthpartners.com, www.nstarwp.com	16	\$713,153,111	17 (3)	\$713,153,111	Robert P. Laraia Founding partner	West Hartford, CT	2009
4	Fiduciary Investment Advisors 100 Northfield Drive, 4th Floor Windsor, CT 06095 860-683-1187; www.fiallc.com	14	\$45,000,000,000	17	\$45,000,000,000	Mark Wetzel President	Windsor, CT	2006
5	3D Asset Management Inc. 100 Constitution Plaza, Suite 700 Hartford, CT 06103 860-291-1998; www.3dadvisor.com	11	\$159,123,140 (4)	19	\$459,321,476	John O'Connor President & COO	Hartford, CT	2006
6	Bradley, Foster & Sargent Inc. City Place II, 185 Asylum St. Hartford, CT 06103 860-527-8050; www.bfsinvest.com	10	\$1,920,000,000	10	\$2,900,000,000	Steven L. Willcox President & CEO	Hartford, CT	1994
7	Ohanesian/Lecours 433 S. Main St., Suite 104 West Hartford, CT 06110 860-521-4751; www.ol-advisors.com	10	\$750,000,000	15	\$750,000,000	Richard Ohanesian President & partner	West Hartford, CT	1989
8	Resources Management Corp. 433 South Main St., Suite 200 West Hartford, CT 06110 860-561-1245; resourcesmanagementcorp.com	7	\$675,000,000	7	\$675,000,000	Michael W. Herlihy President & COO	West Hartford, CT	1983
9	USI Advisors Inc. (5) 95 Glastonbury Blvd., Suite 102 Glastonbury, CT 06033 860-633-5283; www.usiadvisorsinc.com	6	\$504,882,431	8	\$9,739,132,652	Michael Welz President & chief investment officer	Glastonbury, CT	1981
10	Gottfried & Somborg Wealth Management LLC 340 Hebron Ave. Glastonbury, CT 06033 860-430-9104; www.gottfriedsomborg.com	6	\$460,000,000	6	\$460,000,000	Joshua Gottfried Co-founder & principal	Glastonbury, CT	1999
11	Karn Couzens & Associates Inc. 10 Melrose Drive Farmington, CT 06032 860-676-2727; karncouzens.com	5	\$324,000,000	5	\$324,000,000	Robert A. Karn Principal	Farmington, CT	1987
12	Smith Brothers Financial LLC 68 National Drive Glastonbury, CT 06033 860-430-3299; www.smithbrothersfs.com	5	\$255,000,000	5	\$255,000,000	Stephen Michaels Retirement plan specialist & financial advisor	Glastonbury, CT	2005
13	Olson Mobeck Investment Advisors (6) 1310 Silas Deane Highway, Suite 201 Wethersfield, CT 06109 860-563-2368; www.olsonmobeck.com	4	\$600,000,000	4	\$695,497,592	Jeff Liguori Managing director	Bridgeport, CT	1976
14	Robert Hensley & Associates 10 Avon Meadow Lane, Suite 1 Avon, CT 06001 860-678-1090; www.hensleyassociates.com	4	\$250,000,000	4	\$250,000,000	Robert S. Hensley Managing member	Avon, CT	1991
15	Hammond Iles Wealth Advisors 100 Great Meadow Road, Suite 701 Wethersfield, CT 06109 860-258-2600; www.hammondiles.com	4	\$185,673,000	5	\$325,000,000	Greg Hammond CEO & wealth impact strategist	Wethersfield, CT	1984
16	Constitution Advisory Group LLC (7) 180 Glastonbury Blvd., Suite 301 Glastonbury, CT 06033 860-368-6932; DND	3	\$750,000,000	3	\$750,000,000	Arthur B. Sullivan, Principal Thomas A. Ragonese, Managing director	St. Louis, MO	2010
17	SKY Investment Group LLC One Financial Plaza, Suite 2010 Hartford, CT 06103 860-761-9700; www.skyig.com	3	\$188,392,381	3	\$349,426,709	Robert Bingham President	Hartford, CT	2005
18	Pinnacle Investment Management 573 Hopmeadow St. Simsbury, CT 06070 860-651-1716; pinnacle-investment.com	3	\$170,000,000	3	\$170,000,000	John W. Eckel President	Simsbury, CT	1991
19	Hunter Capital Advisors Inc. 1000 Farmington Ave., Suite 103 West Hartford, CT 06107 860-236-8500; hunteradv.com	2	\$1,455,000,000	2	\$1,837,000,000	Tim Burns President	West Hartford, CT	2005
20	CCR Wealth Management 124 Hebron Ave. Glastonbury, CT 06033 866-818-7480; www.ccrwealth.com	2	\$400,000,000	15	\$1,100,000,000	David Borden Principal	Westborough, MA	1998
21	Wealth Management Group of North America LLC 10 Talcott Notch Road, Suite 103 Farmington, CT 06032 860-679-5255; www.wmgna.com	1	\$75,000,000	2	\$150,000,000	Daniel J. Friedman, CEO Brian P. Beck, President & CFO	Farmington, CT	1995

Source: Each firm via survey.

Notes: An investment advisor as defined by FINRA provides advice about securities to clients and is required to register with the SEC or the state in which it practices. The company can be called an asset manager, investment counselor, investment manager, portfolio manager, or a wealth manager. DND = did not disclose.

(1) A division of RBC Capital Markets LLC.

(2) Securities offered through LPL Financial, member FINRA/SIPC. Investment advice offered through Northstar Wealth Partners, a Registered Investment Advisor and a separate entity from LPL Financial.

(3) One advisor located in Rhode Island.

(4) Asset figures are from SEC Form ADV filing on Dec. 31, 2015.

(5) Part of USI Consulting Group. Figures represent assets under advisement.

(6) Subsidiary of People's United Bank.

(7) Part of Wells Fargo Advisors.

—Compiled by Stephanie R. Meagher.



Notable SBA loans in Connecticut

(Ranked by loan amount, FY 2016)

Rank	Company	Loan amount	Business description	Lender
1	Learning Quest Inc. 1150 Elm St. Extension Rocky Hill, CT 06067 860-969-0300; www.goddardschool.com	\$3,697,700	Child day care services	Wells Fargo Bank NA
2	Tomorrow's Promise LLC 158 New Britain Ave., Unit 4 Rocky Hill, CT 06067 (1) 860-436-5307; educationaldaycare.kiddieacademy.com/academies/ rocky-hill	\$3,653,000	Educational support services	First Chatham Bank
3	Bootstrap Direct I Inc. 85 Robert Porter Road Southington, CT 06489 (2) 860-621-2955; www.clearautomation.com	\$3,415,000	Industrial machinery manufacturer	Bridgeview Bank Group
4	Mieka Enterprises LLC 475 Whitney Ave. New Haven, CT 06510 N/A; N/A	\$3,300,000	Lessor of nonresidential building(s)	Ion Bank
5	British Motor Works LLC 1 and 5 Commerce Drive Fairfield, CT 06825 N/A; N/A	\$3,104,000	New car dealer	Community Investment Corp.
6	Elenie21 Realty LLC 210 Connecticut Ave. Norwalk, CT 06854 N/A; N/A	\$3,050,000	Lessor of nonresidential building(s)	Celtic Bank Corp.
7	FCP Groton LLC 155 Hill St. Milford, CT 06460 860-388-9001; www.fcpeuro.com	\$3,000,000	Automotive parts and accessories store	Webster Bank NA
7	Savinder Hospitality LLC 707 Colman St. New London, CT 06320 (3) 860-444-0001; www.redroof.com	\$3,000,000	Hotels and motels	Republic Bank
9	Fairfield Hospitality Associates LLC 80 Benedict Road Bethel, CT 06801 (4) 203-748-8318; www.wyndhamhotels.com	\$2,999,000	Hotels and motels	Celtic Bank Corp.

Sources: Small Business Administration Connecticut office (Special thanks to Julio Casiano, jcasiano@sba.gov.), company websites, Connecticut Secretary of the State website. Note: For the fiscal year ending Sept. 30, 2016. N/A = Not available.
(1) Site of Kiddie Academy of Rocky Hill.
(2) Site of Clear Automation LLC.
(3) Site of Red Roof Inn - New London.
(4) Site of Microtel Inn & Suites - Bethel.
—Compiled by Heide Martin.

Largest Connecticut Innovations aid recipients

(Ranked by amount of funding, FY 2016)

Rank	Company	Amount funded	Type of funding/ Fund	Amount leveraged	Number of full-time jobs		Type of business	Top executive/ Title
					retained	created		
1	etouches Inc. 13 Marshall St. Norwalk, CT 06854 203-403-9470; www.etouches.com	\$2,000,000	Equity Eli Whitney	\$18,000	13	60	Computer software	Oni Chukwu President & CEO
2	IsoPlexis Inc. 23 Business Park Drive Branford, CT 06405 203-208-4111; isoplexis.com	\$1,899,999	Equity Eli Whitney Bio facilities	\$3,362,144	0	18	Bioscience	Sean Mackay CEO
3	SecBI 845 Canal St. Stamford, CT 06902 NA; secbi.com	\$1,500,000	Equity Eli Whitney	\$1,750,000	0	7	Information technology	Gilad Peleg CEO
4	Arccos Golf LLC 700 Canal St., Suite 12B Stamford, CT 06902 844-692-7226; arccosgolf.com	\$1,500,000	Conventional debt Eli Whitney	\$2,500,000	22	0	Information technology	Salman Sayed Co-founder
5	Payveris 200 Corporate Place, Suite 200 Rocky Hill, CT 06067 860-896-8350; payveris.com	\$1,250,000	Equity Eli Whitney	\$5,500,000	7	10	Information technology	Jeffrey Weikert President
6	Arvinas Inc. 5 Science Park New Haven, CT 06511 203-535-1456; arvinas.com	\$1,202,590	Equity Eli Whitney Bio facilities	\$40,466,207	0	39	Bioscience	Manny Litchman President & CEO
7	Soft Tissue Regeneration Inc. 195 Church St., 17th Floor New Haven, CT 06510 973-879-6367; softtissueregeneration.com	\$1,018,959	Equity Eli Whitney	\$1,972,201	0	2	Bioscience	Kevin Rocco Director
8	Aeromics Inc. 28 School St. Branford, CT 06405 203-208-8864; aeronomics.com	\$1,000,000	Conventional debt Eli Whitney	\$2,450,000	0	4	Bioscience	Marc Pelletier CEO
9	Thetis Pharmaceuticals LLC 167 Old Post Road Southport, CT 06890 860-213-1235; www.thetispharma.com	\$1,000,000	Equity Eli Whitney	\$3,000,000	1	1	Bioscience	Gary Mathias CEO
10	Tangen Biosciences Inc. 780 E. Main St. Branford, CT 06405 203-433-4045; tangenbio.com	\$721,244	Equity CBIF Eli Whitney	\$500,000	0	8	Bioscience	John Nobile President & CEO
11	Sirona Medical Technologies Inc. 360 Bloomfield Ave. Windsor, CT 06095 617-348-0208; NA	\$650,000	Equity Eli Whitney	\$1,300,000	0	0	Bioscience	Ali Haghighi-Mood President

Sources: CT Innovations, individual companies and www.manta.com.
Notes: Jobs retained and created may be attributable to more than one instance of aid received in the same year. Amount leveraged represents the amount the company was able to secure via other sources such as bank lenders or venture capital investors. NA= Not available; CBIF = Connecticut Bioscience Innovation Fund.
—Compiled by Stephanie R. Meagher.

2017 EDUCATION OUTLOOK

Q&A

Technical high school system aims to reverse negative perceptions to fill STEM jobs

Q&A talks with Nivea Torres, superintendent of schools of the Connecticut Technical High School System.

Q: What's the biggest challenge that Connecticut's Technical High School System (CTHSS) will face in 2017?

A: The biggest challenge we face is to remain nimble when it comes to responding to the high demand for particular skills in the state of Connecticut. We have a huge responsibility in ensuring our graduates are equipped with the skills needed to meet these demands.

We work very closely with the Department of Labor and the Department of Economic and Community Development to make sure we are responsive to emerging economic trends.

Another challenge we face is addressing the negative perceptions of technical high schools that persist. We have taken great efforts in rebranding ourselves so that people view the CTHSS in a different light — one that more authentically represents our schools, students and teachers. We don't just provide career technical education, but also rigorous academic programs that you find in traditional high schools.

By spreading this message, we have seen the perceptions of our system change drastically.

Q: Connecticut is expected to have the nation's third-fastest decline in students enrolled in high school over the next 10 years. What enrollment trends are you seeing?

A: While we are proud to say that our enrollment and graduation rates continue to improve and be among the best not only statewide, but nationally, we are particularly pleased to see a rising number of young women enrolling in non-traditional pathways such as manufacturing and science, technology and mathematics.

For the longest time, the most popular pathways among female students included hairdressing and culinary arts, but as the perception of what were once considered male-dominated fields have changed, we see more diverse skillsets among our student body.

We have also seen more students enrolling with the intention of not just entering the workforce directly upon graduation, but taking advantage of our partnerships with state colleges to pursue

a secondary education, often in their high school field of study. We have found that about 45 percent of our students enroll in either a two- or four-year college after graduating. About 6-7 percent of our students take the skills they learned in our schools and enter the military, as well.

Our enrollment and applications have remained consistent over the past five years in spite of the declining enrollment in some areas of the state. We attribute this to the fact that more families see technical education as a viable educational opportunity that can lead to multiple pathways for their students.

Q: As Connecticut manufacturers continue to struggle to find talent, how do we get more young people interested in the field?

A: We typically start recruitment early on. We try to reach parents as early as elementary and middle school so they can see technical education as a viable opportunity for their kids.

It is important to note that the manufacturing sector is one of the key drivers of our state's economy. In recognizing this, we have formed partnerships with several businesses in the manufacturing industry to ensure our programs align with their needs.

One of our partners, the Eastern Workforce Investment Board (EWIB), conducts a Young Manufacturer's Academy each summer to introduce middle school students to manufacturing.

Q: What do you hear or see as the most in-demand jobs and careers right now for students?

A: One of the common things we hear about is the aging workforce that is seeing more and more of its members retiring, resulting in new job opportunities for younger generations.

We see this particularly in industries such as manufacturing and construction. With companies such as Sikorsky and Electric Boat, Connecticut has become one of our nation's leaders in national defense.

With these companies signing new work contracts, more job opportunities have become available for our students upon graduation.



NIVEA TORRES

Superintendent of schools of the Connecticut Technical High School System

Q&A

Trinity preps for downtown Hartford campus in fall '17

Q&A talks with Joanne Berger-Sweeney, president of Trinity College.

Q: While a lot of focus has been on UConn's downtown Hartford campus opening in 2017, Trinity has its own center-city plans. What are they?

A: Back in the 1820s, before Trinity decided to move its campus to its present 100-acre location, the College's original site in Hartford was where the state capitol stands today. Now, almost 200 years after our founding, Trinity is actively planning to re-establish a site in Hartford's central business district, at Constitution Plaza.

Based on recent agreements reached with LHR Group and BHN Properties, which own the other properties at Constitution Plaza, Trinity will sell 200 Constitution Plaza and lease back space totaling about 21,000 square feet in 10 Constitution Plaza, a freestanding, low-rise building, and the third floor of One Constitution Plaza, an adjacent office tower.

Trinity will recoup the purchase price plus the costs of the capital improvements that we have made at 200 Constitution Plaza. We will lease prime real estate in the heart of downtown Hartford with tremendous opportunities for engagement and collaboration. While it has been almost two years since our first step toward expanding Trinity's footprint into the downtown area, we think our current plans were well worth the wait.

We believe that Trinity's presence in the increasingly vibrant downtown will enhance the potential for collaboration among our students, staff and faculty with other institutions of higher education and local businesses and organizations in the Hartford community.

Specific uses for the space that are being considered include new and/or expanded facilities for the liberal arts action laboratory, entrepreneurship studies, and internships, as well as extended graduate and certificate programs. We intend to launch our downtown campus at Constitution Plaza in fall 2017.

Q: Can you tell us more about this liberal arts action laboratory?

A: One of the hallmarks of an excellent liberal arts education is preparing students to be active citizens, engaged in public service. One of my favorite examples of this can be found right across from Trinity's campus on Broad Street at Trinfo.Café, where we offer city residents free internet, email, and web hosting and provide classes in computer

programs such as Microsoft Word, Excel, and PowerPoint. Trinity students also assist residents at the Trinfo.Café.

As part of our space at Constitution Plaza we are excited to pursue a concept for a liberal arts action laboratory. This innovative lab, modeled on a program run in Detroit in the 1970s, would offer a place where Hartford residents could bring their everyday urban problems, and our students and faculty would work to connect people to resources to help resolve their issues. The types of problems would be wide-ranging. Perhaps our students would provide assistance with computers and technology as they do at Trinfo.Café, or they could help in other ways, such as solving citizens' transportation challenges or connecting residents to social services.

Q: What other new programs is Trinity looking to add next year?

A: Trinity College and its home city of Hartford have many strengths in common, not the least of which is the extraordinarily diverse makeup of our community. In fact, one way in which we believe Trinity to be distinctive among our peer schools is that we combine the liberal arts with life in a diverse city.

Many know that Hartford has a sizable Latino population, but another excellent example of the region's vibrant diversity is that, outside of New York, Hartford has one of the largest Caribbean populations in the United States. Caribbean cultures have a broad influence on contemporary global cultures to a significant, and often unrecognized, degree. This fall, we were proud to launch the Center for Caribbean Studies at Trinity College. In doing so, we embrace the Caribbean as an area for scholarly inquiry, with a special focus on inter-Caribbean connectedness.

This new center builds on our almost 20-year study-away program, Trinity in Trinidad, through which we have a long-standing partnership with The University of the West Indies (UWI). Over the years, scores of students have participated in Trinity in Trinidad, gaining a special appreciation for and connection to Caribbean cultures.

The center will also celebrate and study the Caribbean character of the city of Hartford and will emphasize undergraduate research and internships and student-faculty scholarly projects within the liberal arts environment.



JOANNE BERGER-SWEENEY

President of Trinity College

Q&A

Recruiting students key challenge facing CT colleges

Q&A talks with Mark Ojakian, president of the board of regents of the Connecticut State College & Universities system.

Q: What are the top issues facing the Connecticut State Colleges & Universities (CSCU) system, which includes 17 state colleges and universities that enroll 92,000 pupils?

A: The issues that face most public higher-education institutions in New England are the rise in operating costs coupled with declining enrollment at all of our institutions. Increasing enrollment at each of our institutions in the face of declining high school graduation rates is critical in light of the budget constrictions resulting from the state's overall fiscal condition.

Both of these issues combined present the challenge of attracting students to our colleges and universities. One of the ways we've addressed this is by working closely with our business community so

students will know there's a job available to them once they graduate. Students must believe that attending our schools is a real return on their investment.



MARK OJAKIAN

President, board of regents, Connecticut State College & Universities system

Integrally related to the issues of growing costs and declining enrollment is the issue of state funding. The current fiscal condition of the state, and its fiscal outlook for the future, will create a challenge of significant proportion, especially at our community colleges, where 60 percent of the funding must come from the state. Legislators will have to make very difficult decisions relating to overall state spending, and our challenge will be to persuade them to continue making the investment in CSCU students.

There is also the challenge of meeting the workforce needs of our industry

partners. We work directly with our local business community to develop curriculum that is relevant to available jobs in our state. Seventy-six percent of CSCU students work in the state nine months after graduating. Additionally, seven CSCU community colleges offer advanced manufacturing certificate programs with almost 100 percent job placement.

We've focused on raising awareness of our advanced manufacturing programs and launched a "300 days, 300 jobs" promotion this past spring. Included in the challenge was a partnership with state Department of Labor for outreach to veterans and the underemployed. We currently have 510 students enrolled in our advanced manufacturing programs for the fall 2016 semester.

Q: Several community colleges in the state have started to offer in-state tuition to out-of-state students to help stem declining enrollments. Do you think this is a successful model?

A: Declining enrollment is an issue that is not only impacting our CSCU system or state, it is impacting educational institutions across the country. This is a fact that forces us to think differently about our students and where they come from.

Asnuntuck Community College in Enfield has implemented a pilot program offering in-state tuition to students in western Massachusetts, which is approximately a mile and a half from campus. Asnuntuck has seen the largest enrollment increase in its institution's history this semester (18.5 percent), with 15 percent of that number attributed to the out-of-state program.

Next fall, Western Connecticut State University in Danbury will launch a similar program to attract students from nearby New York state.

At CSCU, we must be thoughtful and quick in our approach to attracting new students and think creatively in order to succeed and remain competitive in this new economic reality. ■

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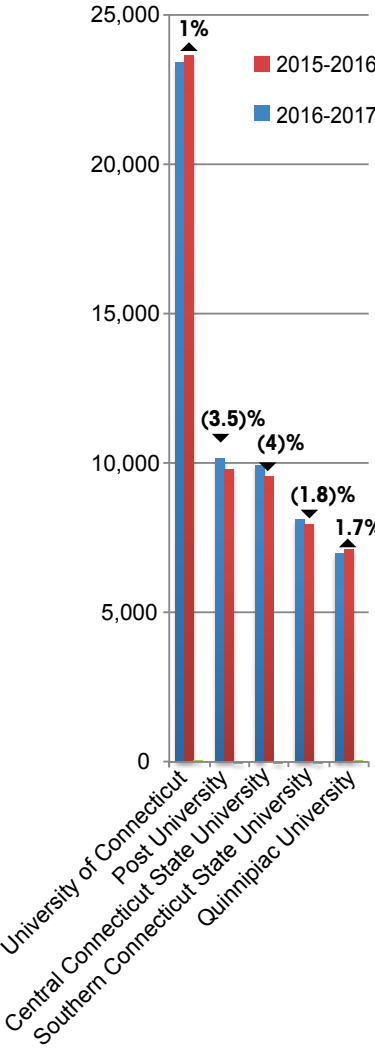
Largest Connecticut colleges and universities

(Ranked by fall 2016 enrollment)

Rank	School	Fall 2016 undergraduate enrollment (1)	Percent from Conn.	Undergraduate tuition & fees 2016-2017	Tuition & fees percent change	Undergraduate room & board	President	Year founded
1	University of Connecticut 115 N. Eagleville Road, Storrs, CT 06269 860-486-2000; www.uconn.edu	23,630	77%	\$14,066 (in-state) \$35,858 (out-of-state)	5.2%	\$12,436	Susan Herbst	1881
2	Post University 800 Country Club Road, P.O. Box 2540, Waterbury, CT 06723 800-345-2562; www.post.edu	9,792	23%	\$570 per credit online; \$941 per credit main campus (2)	0% online; 7% main campus (3)	\$10,600	Donald Mroz	1890
3	Central Connecticut State University 1615 Stanley St., New Britain, CT 06050 860-832-2278; www.ccsu.edu	9,538	96%	\$9,741 (in-state) \$21,570 (out-of-state)	4%	\$11,462	Zulma R. Toro (4)	1849
4	Southern Connecticut State University 501 Crescent St., New Haven, CT 06515 203-392-SCSU; www.southernct.edu	7,963	95%	\$10,054 (in-state) \$22,916 (out-of-state)	4.75%	\$11,920	Joe Bertolino (5)	1893
5	Quinnipiac University 275 Mt. Carmel Ave., Hamden, CT 06518 203-582-8200; quinnipiac.edu	7,102	25%	\$43,640	2.9	\$15,170	John Lahey	1929
6	Yale University 105 Wall St., New Haven, CT 06511 203-432-4771; yale.edu	5,453	6%	\$49,480	3.95%	\$15,170	Peter Salovey	1701
7	Sacred Heart University 5151 Park Ave., Fairfield, CT 06825 203-371-7999; www.sacredheart.edu	5,428	37%	\$38,300	3	\$14,450	John Petillo	1963
8	Western Connecticut State University 181 White St., Danbury, CT 06810 203-837-8243; www.wcsu.edu	5,181	94%	\$9,516 (in-state) \$21,786 (out-of-state)	NA	NA	John Clark	1903
9	Eastern Connecticut State University 83 Windham St., Willimantic, CT 06226 860-465-5000; www.easternct.edu	5,171	95%	\$10,630 (in-state) \$23,491 (out-of-state)	6.1% (in-state); 5.4% (ouf-of-state)	\$12,519	Elsa Nunez	1889
10	University of Hartford 200 Bloomfield Ave., West Hartford, CT 06117 860-768-4100; www.hartford.edu	5,150	49%	\$37,790	3.5%	\$11,986	Walter Harrison (6)	1957
11	University of New Haven 300 Boston Post Road, West Haven, CT 06516 203-932-7000; newhaven.edu	4,936	41%	\$37,060	NA	\$15,130	Steven Kaplan	1920
12	Fairfield University 1073 N. Benson Road, Fairfield, CT 06824 203-254-4000; www.fairfield.edu	4,032	31%	\$46,000	2.5%	\$13,860	Jeffrey von Arx (7)	1942
13	Goodwin College 1 Riverside Drive, East Hartford, CT 06118 860-528-4111; www.goodwin.edu	3,750	96%	\$20,400	NA	NA	Mark Scheinberg	1999
14	Wesleyan University 45 Wyllys Ave., Middletown, CT 06459 860-685-8000; www.wesleyan.edu	2,971	9%	\$50,612	3.3%	\$14,904 (8)	Michael Roth	1831
15	University of Bridgeport 126 Park Ave., Bridgeport, CT 06604 203-576-4000; www.bridgeport.edu	2,941	54%	\$31,630	2.5	\$13,320	Neil Salonen	1927
16	Trinity College 300 Summit St., Hartford, CT 06106 860-297-2000; www.trincoll.edu	2,259	13%	\$52,760	3.9%	\$13,680	Joanne Berger-Sweeney	1823
17	Connecticut College 270 Mohegan Ave., New London, CT 06320 860-447-1911; www.conncoll.edu	1,865	18%	50940	3.2	\$14,060	Katherine Bergeron	1911
18	Albertus Magnus College (9) 700 Prospect St., New Haven, CT 06511 203-773-8505; www.albertus.edu	1,220 (10)	68%	\$30,526 (11)	3	\$14,016	Sister Anne Kilbride	1925
19	U.S. Coast Guard Academy 15 Mohegan Ave., New London, CT 06320 800-883-8724; www.uscga.edu	1,000	5%	\$0	0	NA	James Rendon Superintendent	1790
20	University of St. Joseph 1678 Asylum Ave., West Hartford, CT 06117 860-232-4571; www.usj.edu	894	95%	36,870	2%	\$11,095	Rhona Free	1932
21	Mitchell College 437 Pequot Ave., New London, CT 06320 860-701-5000; www.mitchell.edu	610	65%	\$31,780	2.5%	\$12,500	Janet Steinmayer	1938

Source: Each school via survey. Notes: DND = Did not disclose. This list does not include state community colleges. Unable to confirm data for Charter Oak State College of New Britain by press time.
(1) Represents full-time and part-time students.
(2) \$570 per credit for online.
(3) 7% increase affected 8% of enrolled students.
(4) John W. Miller retired as president effective Sept. 19, 2016; Zulma R. Toro starts officially in January.
(5) Succeeded Mary A. Papazian upon her retirement in July 2016.
(6) Gregory S. Woodward will succeed Harrison, upon his retirement, effective July 1, 2017.
(7) In July 2016, von Arx announced he will be stepping down as president to accept a new assignment, effective in January 2017; Lynn M. Babington will serve as Interim President until a permanent replacement is found.
(8) \$13,950 for first-year students and sophomores and \$15,858 for juniors and seniors.
(9) Additional campus in East Hartford.
(10) Figure includes 500 traditional students; a range of undergraduate programs are offered in blended, flex and online formats for working adults.
(11) Traditional undergraduates.
—Compiled by Stephanie R. Meagher.

How the top 5 fared: Undergraduate enrollment



	2015-2016	2016-2017	% change
University of Connecticut	23,407	23,630	1.0%
Post University	10,144	9,792	-3.5%
Central Connecticut State University	9,933	9,538	-4.0%
Southern Connecticut State University	8,106	7,963	-1.8%
Quinnipiac University	6,982	7,102	1.7%

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Ad closing date:
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Issue date:
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Event date:
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Nomination deadline:
4/4/2017
Ad closing date:
5/17/2017
Issue date:
5/29/2017



Event date:
May 10, 2017

Nomination deadline:
2/7/2017
Ad closing date:
3/22/2017
Issue date:
4/3/2017



Event date:
August, 2017

Nomination deadline:
5/9/2017
Ad closing date:
7/5/2017
Issue date:
7/17/2017



Event date:
June 8, 2017

Nomination deadline:
3/10/2017
Ad closing date:
6/7/2017
Issue date:
6/19/2017



Event date:
September, 2017

Ad closing date:
9/4/2017
Issue date:
9/25/17



Event date:
June 8, 2017

Advertising begins:
11/1/2016
Exhibitor Training & Planning Session:
April, 2017



Event date:
October, 2017

Nomination deadline:
8/22/2017
Ad closing date:
10/18/2017
Issue date:
10/30/2017



Event date:
June 8, 2017

Nomination deadline:
3/28/2017
Ad closing date:
5/31/2017
Issue date:
6/12/2017



Event date:
November, 2017

Nomination deadline:
9/13/2017
Ad closing date:
11/15/2017
Issue date:
11/27/2017



Event date:
July, 2017



Event date:
December, 2017

Nomination deadline:
10/10/2017
Ad closing date:
11/29/2017
Issue date:
12/11/2017

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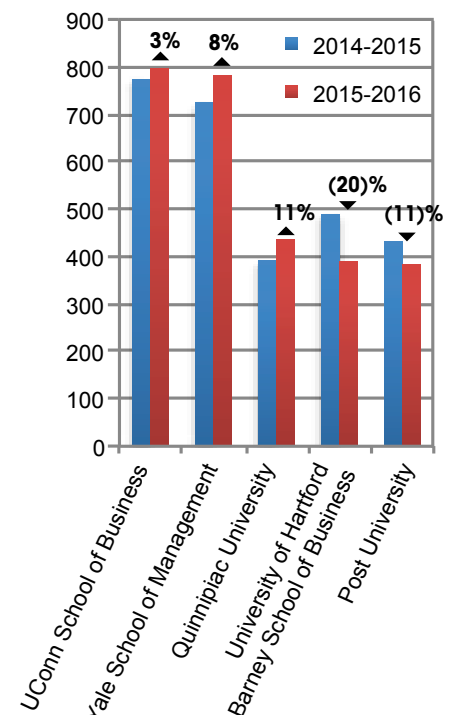
Largest MBA programs in Connecticut

(Ranked by 2015-2016 enrollment)

Rank	School	2015 - 2016 enrollment/ 2014 - 2015 enrollment	MBA's conferred in 2016	Avg. age of students/ % full time/ % part time	Tuition per credit hour/ Books and fees per semester/ Credit hours required to graduate	Executive MBA program?	Program specialties	Head of MBA programs/ Head of business school	Date founded locally
1	UConn School of Business (1) 100 Constitution Plaza Hartford, CT 06103 866-622-8266; mba.uconn.edu	796 774	203	32 14% 86%	\$825 \$550 57	Y	Healthcare finance and insurance, marketing analytics, portfolio management, real estate; MD/MBA, JD/MBA, MSBAPM/MBA	Meg Warren Michael Bozzi John Elliott	1881
2	Yale School of Management 165 Whitney Ave. New Haven, CT 06511 203-432-5635; www.som.yale.edu	782 724	NA	NA 100% NA	NA NA NA	Y	NA	Anjani Jain Edward A. Snyder	1976
3	Quinnipiac University 275 Mt. Carmel Ave. Hamden, CT 06518 203-582-8200; quinnipiac.edu	435 (2) 391 (3)	188	26 20% 80%	\$985 NA 46	N	Decision making, supply-chain management, healthcare management, Chartered Financial Analyst (CFA), joint MBA-JD	Lisa Braiewa Matthew O'Connor	1929
4	University of Hartford Barney School of Business 200 Bloomfield Ave. West Hartford, CT 06117 860-768-4444; www.hartford.edu/barney	389 489	128	32 13% 87%	\$670 \$559 51	N	Dual-degree MSAT/MBA and E2M (master's in engineering and MBA); MBA concentrations in business analytics, finance, management	Glenn R. Knight Martin S. Roth	1957
5	Post University 800 Country Club Road, P.O. Box 2540 Waterbury, CT 06723 800-345-2562; www.post.edu	384 431	93	37 55% 45%	\$730 \$750 45	N	Finance, healthcare systems, leadership, marketing, project management	Carolyn Shiffman Steve Paulone Christopher Szpryngel, Acting Dean (4)	1890
6	University of Bridgeport 126 Park Ave. Bridgeport, CT 06604 203-576-4000; www.bridgeport.edu	258 237	NA	30 70% 30%	\$800 \$750 30-52	NA	Accounting, analytics intelligence, entrepreneurship, finance, human resource management, international business, management, marketing	Lloyd G. Gibson Lloyd G. Gibson	1927
7	University of New Haven (5) 300 Boston Post Road West Haven, CT 06516 203-932-7440; www.newhaven.edu	175 155	100	28 70% 30%	\$870 NA NA	Y	NA	Charles Skipton Brian Kench	1920
8	Southern Connecticut State University 501 Crescent St. New Haven, CT 06515 203-392-SCSU; www.southernct.edu	170 170	54	NA 48% 52%	\$423 NA 51	N	NA	James Thorson Samuel Andoh, Dean of the School of Business	1893
9	Central Connecticut State University 1615 Stanley St. New Britain, CT 06050 860-832-2278; www.ccsu.edu	168 89	25	30 5% 95%	\$577 NA 30-54	N	Accounting, business analytics	Jason Snyder Ken Colwell	1849
10	Sacred Heart University 5151 Park Ave. Fairfield, CT 06825 203-371-7999; www.sacredheart.edu	134 108	63	31 20% 80%	\$850 \$925 36-42	N	Accounting, finance, management, marketing	Anthony Macari Grace Guo John Chalykoff, Dean of the Jack Welch College of Business	1963
11	Albertus Magnus College (6) 700 Prospect St. New Haven, CT 06511 203-773-8505; www.albertus.edu	118 (7) 104	46	35 80% 20%	\$855 NA 48	N	FLEX format - Students can be fully online or choose to take classes on campus or online on a course-by-course basis.	Wayne Gineo Annette Bosley-Boyce, Dean for the Division of Professional and Graduate Programs (8)	1925
12	Fairfield University, Charles F. Dolan School of Business 1073 N. Benson Road Fairfield, CT 06824 203-254-4000; www.fairfield.edu/mba	61 58	29	27 35% 65%	\$875 \$500 36-54	N	Finance, marketing, information systems, business analytics	Mark Ligas Donald E. Gibson	1942
13	Western Connecticut State University 181 White St. Danbury, CT 06810 203-837-8243; www.wcsu.edu	47 37	10	35 11% 89%	In-state \$542, Out-of-state \$550 NA NA	N	General, accounting	James Donegan David Martin, Dean of Ancell School of Business	1903

Source: Each institution via survey. Notes: Rensselaer Hartford University is phasing out its MBA program and no longer accepts new students. NA = Not available.
 (1) MBA programs are offered in Hartford (full time/part time/executive MBA), Stamford (part time only) and Waterbury (part time only). Executive MBA program requires only 48 credits.
 (2) Includes 272 online.
 (3) Includes 229 online.
 (4) Acting Dean, Malcolm Baldrige School of Business.
 (5) MBA offered at Orange location.
 (6) Has another campus in East Hartford.
 (7) More than 500 courses taken yearly.
 (8) Dean, Division of Professional and Graduate Studies.
 —Compiled by Stephanie R. Meagher.

How the top 5 fared: MBA school enrollment



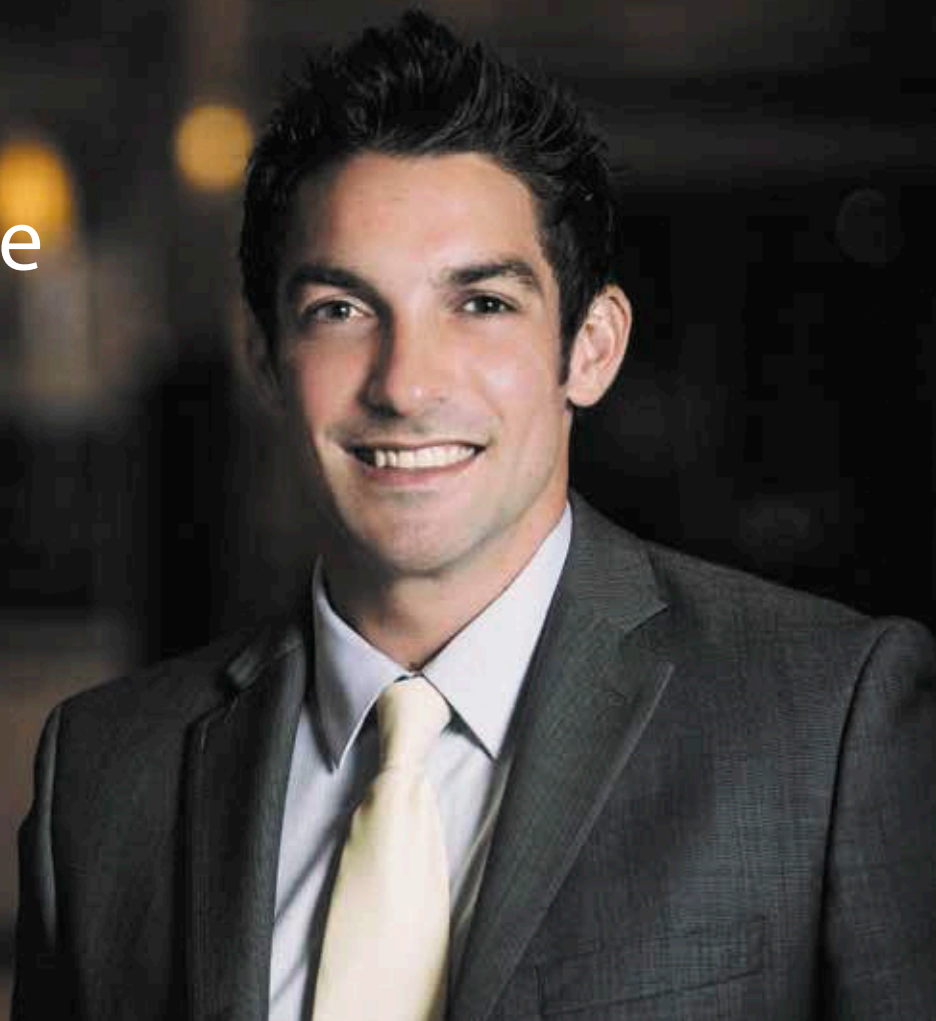
	2014-2015	2015-2016	% change
UConn School of Business	774	796	3%
Yale School of Management	724	782	8%
Quinnipiac University	391	435	11%
University of Hartford Barney School of Business	489	389	-20%
Post University	431	384	-11%

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Largest Connecticut graduate schools

(Ranked by 2015-2016 enrollment)

Rank	College or university	2015-2016 graduate enrollment/ Full time/ Part time	Sample of programs or degrees offered (1)	President	Year founded
1	University of Connecticut 115 N. Eagleville Road, Storrs, CT 06269 860-486-2000; www.uconn.edu	8,217 5,591 2,626	AuD, Certificate, DMA (music), DMD, DNP, DPT, EdD, JD, LLM, MA, MBA, MD, MDenSc, MEngr, MFA, MPA, MPH, MPS, MS, MMus, PharmD, MSW, PhD, SJD (2)	Susan Herbst	1881
2	Yale University 105 Wall St., New Haven, CT 06511 203-432-4771; yale.edu	6,853 (3) 6,808 (4) 45 (4)	Graduate School of Arts and Sciences, School of Art, Divinity School, School of Drama, School of Forestry and Environmental Studies, Law School, School of Management, School of Medicine, School of Music, School of Nursing	Peter Salovey	1701
3	Quinnipiac University 275 Mt. Carmel Ave., Hamden, CT 06518 203-582-8200; quinnipiac.edu	3,747 1,469 2,278	DNP, DPT, JD, LLM, MAT, MBA, MD, MHS, MMS, MOT, MS, MSN, MSW	John Lahey	1929
4	Sacred Heart University 5151 Park Ave., Fairfield, CT 06825 203-371-7999; www.sacredheart.edu	3,030 803 2,277	MA, MS, MAT, MBA, MSN, DPT, DNP, CAS	John Petillo	1963
5	University of Bridgeport 126 Park Ave., Bridgeport, CT 06604 203-576-4000; www.bridgeport.edu	2,536 1,604 932	DC, DHSC, EDD, MA, MBA, MS, ND, PHD, SYC	Neil Salonen	1927
6	Southern Connecticut State University 501 Crescent St., New Haven, CT 06515 203-392-SCSU; www.southernct.edu	2,367 818 1,549	Certificate, Ed.D, MA, MBA, MFA, MFT, MPH, MS, MSN, MSW, SYC	Joe Bertolino (5)	1893
7	Central Connecticut State University 1615 Stanley St., New Britain, CT 06050 860-832-2278; www.ccsu.edu	2,153 504 1,649	MA, MS, MBA, PM Cert, SYC, EdD, DNAP	Zulma R. Toro (6)	1849
8	University of New Haven 300 Boston Post Road, West Haven, CT 06516 203-932-7000; newhaven.edu	1,784 1,145 639	MA, MBA, MPA, MS, MSHA, PhD, Graduate Certificates	Steven Kaplan	1920
9	University of Hartford 200 Bloomfield Ave., West Hartford, CT 06117 860-768-4100; www.hartford.edu	1,671 802 869	MA, MS, EDD, ME, MARCH, MFA, MBA, MSPO, DPT, MMUS, GPD, AD, DMA, PSYD, MED, MSAT, M.ENG, MSN, 6THYR	Walter Harrison (7)	1957
10	University of St. Joseph 1678 Asylum Ave., West Hartford, CT 06117 860-232-4571; www.usj.edu	1,593 568 1,025	Certificates (post-Bachelor/post-Master), MA, MPAS, MS, MSW, PharmD, teacher licensure	Rhona Free	1932
11	Post University 800 Country Club Road, P.O. Box 2540, Waterbury, CT 06723 800-345-2562; www.post.edu	1,184 970 214	MBA, MED, MPA, MSA, MSHSV	Donald Mroz	1890
12	Fairfield University 1073 N. Benson Road, Fairfield, CT 06824 203-254-4000; www.fairfield.edu	1,168 513 655	MA, MS, MFA, MPA, MSN, MBA, DNP	Jeffrey von Arx (8)	1942
13	Western Connecticut State University 181 White St., Danbury, CT 06810 203-837-8243; www.wcsu.edu	528 78 450	MA, MS, MBA, Ed.D.	John Clark	1903
14	Albertus Magnus College (9) 700 Prospect St., New Haven, CT 06511 203-773-8505; www.albertus.edu	318 227 91	MA, MS, MBA, MFA	Sister Anne Kilbride	1925
15	Wesleyan University 45 Wyllys Ave., Middletown, CT 06459 860-685-8000; www.wesleyan.edu	241 156 85	MA, Ph.D.	Michael Roth	1831
16	Eastern Connecticut State University 83 Windham St., Willimantic, CT 06226 860-465-5000; www.easternct.edu	167 44 123	MS (10)	Elsa Nunez	1889
17	Rensselaer Hartford Campus 275 Windsor St., Hartford, CT 06120 860-548-2420; admissions.rpi.edu/aps/	129 0 129	ME, MS	Shirley Jackson	1955
18	Trinity College 300 Summit St., Hartford, CT 06106 860-297-2151; gradstudy.trincoll.edu	50 1 49	MA	Joanne Berger-Sweeney	1823

Source: Each school via survey. Notes: NA = Not available. AuD = Doctor of Audiology, CAS = Certificate of Advanced Study, CLSP = Connecticut Literacy Specialist Program, DBA = Doctor of Business Administration, DC = Doctor of Chiropractic, DMA = Doctor of Musical Arts, DMD = Doctor of Dental Medicine, DNP = Doctor of Nursing Practice, DPT = Doctor of Physical Therapy, EdD = Doctor of Education, JD = Juris Doctor, LLM = Master of Laws, MA/MS = Master of Arts/Master of Science, MACOMM = Master of Communication, MAT = Master of Arts in Teaching, MBA = Master of Business Administration, MCS = Master of Computer Science, MD = Doctor of Medicine, MDentSc = Master of Dental Science, ME = Master of Engineering, MEd = Master of Education, MEng = Master of Engineering, MFA = Master of Fine Arts, MFT = Marriage and Family Therapy, MFTMA = Master of Film and TV Production, MHA = Master of Health Administration, MHS = Master of Health Science, MLDC = Master of Media Literacy and Digital Culture, MMS = Master of Medical Science, MMus = Master of Music, MOT = Master of Occupational Therapy, MPA = Master of Public Administration, MPAS = Master of Physician Assistant Studies, MPH = Master of Public Health, MPhil = Master of Philosophy, MPS = Master of Professional Studies, MPS = Master of Personnel Services (UConn), MSAP = Master of Science in Applied Psychology, MSAT = Master of Accounting and Taxation, MSCIS = Master of Science in Computer and Information Systems, MSCM = Master of Sports Communication and Media, MSECE = Master of Science in Electrical and Computer Engineering, MSME = Master of Science in Mechanical Engineering, MSMOT = Master of Science in the Management of Technology, MSN = Master of Science in Nursing, MSN-DNP = Master of Science in Nursing-Doctor of Nursing Practice, MSSE = Master of Science in Software Engineering, MSW = Master of Social Work, ND = Naturopathic Medicine, PharmD = Doctor of Pharmacy, PhD = Doctor of Philosophy, SJD = Doctor of Laws, STEM = Science, Technology, Engineering and Mathematics, SYC = Sixth-Year Certificate

(1) Abbreviations are explained above.
(2) From website.
(3) Office of Institutional Research Detailed Data, OIR Table W002.
(4) Graduate and professional.
(5) Succeeded Mary A. Papazian upon her retirement in July 2016.
(6) John W. Miller retired as president effective Sept. 19, 2016; Zulma R. Toro starts officially in January.
(7) Gregory S. Woodward will succeed Harrison, upon his retirement, effective July 1, 2017.
(8) In July 2016, von Arx announced he will be stepping down as president to accept a new assignment, effective in January 2017; Lynn M. Babington will serve as Interim President until a permanent replacement is found.
(9) Additional campus in East Hartford.
(10) Master's in accounting, education and organizational management.
—Compiled by Stephanie R. Meagher.



Largest community colleges in Greater Hartford

(Ranked by total enrollment, fall 2016)

Rank	College	Fall 2016 enrollment (1)	Major programs	Faculty full time/part time	Graduation rate	President
1	Manchester Community College Great Path Manchester, CT 06040 860-512-3000; mcc.commnet.edu	6,780	Business, engineering, technology, liberal arts, math, science, health, hospitality, culinary and social science	108 574	18%	Gena Glickman
2	Tunxis Community College 271 Scott Swamp Road Farmington, CT 06032 860-773-1300; www.tunxis.edu	3,800	Business, criminal justice, dental hygiene, early childhood education, engineering, liberal arts and sciences and pathway to teaching careers	58 365	13%	Cathryn L. Addy
3	Middlesex Community College 100 Training Hill Road Middletown, CT 06457 860-343-5869; www.mxcc.commnet.edu	3,500	General studies, criminal justice, business administration and human services	44 168	19%	Anna Wasescha
4	Capital Community College 950 Main St. Hartford, CT 06103 860-906-5000; www.capitalcc.edu	3,310	Biotechnology, accounting, architectural and engineering technology, computer and information systems, criminal justice, early childhood education, fire science, emergency-management response, health information management, medical assisting, music industry, nursing, paramedic, radiologic technology and social services (2)	63 187	11%	Wilfredo Nieves
5	Asnuntuck Community College 170 Elm St. Enfield, CT 06082 860-253-3000; www.asnuntuck.edu	1,945	General studies, liberal arts, business administration, advanced manufacturing machine technology and criminal justice	31 110	44%	James P. Lombella

Source: Each college via survey, Connecticut State Colleges and Universities (CSCU) Board of Regents, Office of Research and System Effectiveness, college websites and National Center for Education Statistics - College Navigator at nces.ed.gov/collegenavigator.

Notes: 2016-2017 in-state standard tuition for 12+ credits per semester is \$1,860 and fees are \$224; out-of-state tuition is \$5,580 and fees are \$672.

(1) Enrollment figures reflect what the Connecticut State Colleges and Universities (CSCU) Board of Regents refers to as headcount; CSCU has a special formula for calculating full-time equivalent enrollment.

(2) Contact the college for more details on additional course sequences and options.

—Compiled by Stephanie R. Meagher.

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2017 HEALTH CARE OUTLOOK

Q&A

Competition grows in bone and joint care

Q&A talks with Elliot Joseph, CEO of Hartford HealthCare.

Q: Hartford Hospital's \$110-million Bone & Joint Institute opened in December. Who will you be competing with and how will the new facility advance orthopedic care in Connecticut?

A: It's not who we're competing with, it's who we're competing for. We're competing for patients who want and need the full depth of orthopedic and joint-health specialties, from sports medicine to injury prevention to activity-specific rehabilitation and, of course, many forms of surgery.

This facility is the newest, most innovative and most comprehensive stand-alone center in the entire U.S. It's got a world-class medical team, a unique, multidisciplinary musculoskeletal approach and a world-class facility. It takes its place among the country's best free-standing specialty hospitals.

Q: What does the new facility mean for the cost of these types of health-care services in our area?

A: At Hartford HealthCare, we have been adopting Lean organizational principles and techniques throughout our organization.

We have trained — and continue to train — our managers in the use of Lean as part of our performance quality and innovation platform, which we call 'How Hartford HealthCare Works.' It's really the culture of our entire organization and it means working every day to make health care better and more efficient for everyone, our patients and families.

The Bone & Joint Institute at Hartford Hospital is the first facility that we have designed with Lean principles in mind. It is probably one of the few health-care facilities in the nation created in this way.

While this doesn't immediately translate into affordability, as health-care costs are affected by many factors, we believe that it will. We know that our focus on prevention, with the state-of-the-art motion lab and other services, will help avoid both serious injuries and also the higher costs of treating those injuries.

And we expect the new facility, over time, to pioneer new efficiencies in orthopedic care that will ultimately result in greater affordability for patients.

Q: What partnerships has the Institute formed with companies or other

providers and what do they entail?

A: The partnerships involved in creating and sustaining this one-of-a-kind facility are too numerous and complex to describe briefly. But I can say what it all adds up to: economic development. This is a perfect example of how investment can grow the state's economy.

Designing, constructing and outfitting the building involved more than 80 companies, including many small and mid-sized firms that supply everything from furniture and telephones to medical technology.



ELLIOT JOSEPH

CEO of Hartford HealthCare

Our main partner in the Bone & Joint Institute is Orthopedic Associates of Hartford, with nearly a half-century of experience in the full range of orthopedic care.

Beyond that, we are tapping into the expertise of our own member organizations, such as the Hartford Hospital Rehabilitation Network and other specialists.

We also will partner for research with our Center for Education, Simulation and Innovation (CESI), which we are expanding. CESI has a range of partnerships with biomedical and biotech firms for testing, training and evaluation.

These partners include such companies as Intuitive Surgical and Stanley Black & Decker. Making wise investments and working with the right partners produce advances in patient care. This approach also helps the state's health-care industry grow as an economic engine and laboratory of innovation.

Q: How will Hartford HealthCare measure success in 2017, the Institute's first full year in business?

A: We will measure success at our Bone & Joint Institute at Hartford Hospital the way we measure success across Hartford HealthCare: one patient at a time.

Of course we have targets for numbers of patients served and we also want to ensure that everything we do in the new facility touches the work of providers and the lives of patients across our system and across Connecticut.

But it comes down to each encounter with every patient — whom we see, truly, as customers. We want to do everything we can to keep them mobile and healthy and happy with the care they receive. ■

Q&A

Cost transparency coming into sharper focus

Q&A talks with Robin Gelburd, founding president of FAIR Health, a New York-based nonprofit that aims to advance health-care cost transparency.

Q: With a grant from the Connecticut Health Foundation, FAIR Health (FH) in September launched a free mobile app called FH Cost Lookup CT, which allows consumers to view zip-code specific pricing data for a wide array of medical billing codes. What sorts of health consumers benefit the most from such an app and why?

A: Research continues to show that most Americans, particularly Hispanic consumers and the newly insured, lack the necessary understanding of health insurance to make informed decisions when selecting a plan, provider or treatment. Yet, consumers are also responsible for an increasing portion of health costs.

Uninsured consumers can use the app, which offers both English and Spanish options, to better understand the "value proposition" of health insurance by estimating their costs for needed services with and without coverage and to estimate their medical and dental expenses for services they will receive, and negotiate their costs beforehand.

Insured consumers can use the app to estimate their health-care expenses before receiving care to decide whether to go out of network or stay in network. After receiving care they can use the app when reviewing billing forms to decide whether to appeal a reimbursement decision.

Q: The cost information in the app is based on claims data submitted to FH by insurers, which have been averse to publicly disclosing their contracted pricing with providers. Why do insurers share this data with your company?

A: There are many reasons why more than 60 payers and administrators covering more than 150 million individuals contribute data to FH, which is recognized as an independent, trusted steward of medical and dental claims.

First, they receive credits that reduce the licensing fees for the data products, custom analytics and detailed reports they license from FH. They also receive valuable feedback on the quality of the data they submit. All data submitted gets subjected to robust auditing and validation processes at FH.

Moreover, contributors recognize the public service of contributing to the FH data repository. By submitting claims to FH, a contributor ensures that its experience will

be represented in a database that is used by payers and all other stakeholders in the health-care industry nationwide.

Q: A "menu" of health-care prices in every hospital and doctor's office seems unlikely in the near term, but the private sector has sought to step into the space. In Connecticut, Anthem offers Castlight software to show pricing and quality data to its members. Aetna has a payment estimator tool for its members that shows negotiated rates. Where does FH fit into this broader picture?

A: Some insurers license FH data for use in their member-cost calculator tools. Others "private label" our website, which allows them to capitalize on the value of our data and educational resources while maintaining their own brand and logo. Still others license a link to our site so that their members can benefit from the information we offer. Some plans even license our consumer tools to serve as a resource for their customer-service representatives as they interface with members and field questions and inquiries.

FH data also feature prominently in health-care consumer protection laws in New York and Connecticut. In Connecticut, consumer protection laws require insurers to use the FH 80th percentile as the "usual, customary and reasonable" standard for payments for out-of-network emergency services. Many other states that are considering similar legislation are speaking with FH about its data.

Finally, the FH repository is effectively a multi-payer claims database that contains data from major insurers nationwide, including self-insured plans, and features the largest collection of privately billed medical and dental claims data nationwide.

Q: What do you think the future holds for price transparency in health care?

A: While price transparency is a critical starting point for driving improvement in our health-care system, we also will need clarity to effect real change.

Clarity involves making price data actionable by adding the needed context to support decision making for all stakeholders, including payers, plan sponsors, purchasers, researchers, practitioners and consumers. ■



ROBIN GELBURD

Founding president of FAIR Health

Q&A

2017 brings another year of uncertainty, change in health care

Q&A talks with Angela Mattie, a Quinnipiac University professor, trustee of St. Mary's Hospital, Yale New Haven Health community council member, and board member of Qualidigm.

Q: What might Donald Trump and a Republican-controlled Congress mean for Connecticut's healthcare market?

A: We know the Affordable Care Act is not the be-all, end-all, and it's fraught with difficulties. Were some of those expected for a program of this magnitude? Yes, but that doesn't mean we have to throw out the baby with the bathwater.

We have the lowest uninsured rate in this country than we've had in years.

Twenty-million people gained insurance benefits since the law was enacted in 2010. What we don't understand as a society is that we end up paying for uninsured individuals.

What's going to happen with Obamacare is largely unknown right now. President-elect Trump indicated he is in favor of maintaining the ability for individuals to get insurance for pre-existing conditions and for those still dependent on their families to get coverage until age 26.

Here's the problem with that: One basic premise of insurance coverage is you need to be able to spread the risk. You can't do that without individual mandates and subsidies. So if you were to maintain the coverage for high-cost individuals with pre-existing conditions, but eliminate the mandate, we would have extremely expensive premiums. It would be an untenable scenario.

Q: Connecticut has certainly been no exception in the ongoing trend of

healthcare consolidation. What might 2017 bring?

A: I personally would no longer call it a trend, but a reality in the industry. Connecticut was slower than the rest of the country to begin consolidation, but now we have three major healthcare hubs in the state: Yale New Haven Health, Trinity Health-New England and Hartford HealthCare. We still have a few excellent community hospitals that are holding on, but I think in general, the small community hospitals are going the way of the dinosaur.

Large healthcare systems allow for economies of scale, decreased administrative costs and deep clinical expertise in specific areas. If we move to a value-based healthcare system, which I hope we will, there will be more ability to implement systems and processes through large healthcare systems.

Q: There's been some progress on population-based care, but many insurer-provider contracts remain rooted in a fee-for-service model. What can be done?

A: Currently our healthcare system depends mostly on fee-for-service reimbursement. Healthcare providers get paid for sick patient care. This creates a perverse incentive system. We need to incentivize well care.

We are currently experiencing a sea change, which has caused a lot of healthcare organizations to live in an era of ambiguity. We don't know, given the election, if we're going to continue to move toward the development of

► Our healthcare system needs better care coordination, improved IT systems, enhanced communication and teamwork among providers and a focus on interdisciplinary education of the next generation of healthcare providers.

accountable care organizations or what contract structures are going to look like. This is a very difficult time for providers as they straddle both sides of the fence. The reimbursement structure is lagging behind the development of value-based programs.

Q: How are healthcare providers doing with electronic medical records?

A: We have made great strides in moving from a paper-based, medical-record system to a computer-based system. The same is not true of hospitals sharing information outside of a system affiliation. This has a significant impact on patient care.

For instance, if you were to go to Florida and have a car accident, the emergency department doctor wouldn't have access to what medications you were on, what other medical conditions you have or any of your existing medical records. It's appalling that we have more sophisticated systems for Macy's charges than we have for our healthcare records.

Part of the problem has to do with technology, but the lack of interoperability is mostly a competitive issue. It's one way of maintaining patients in your healthcare system. Short of a legislative fix at the federal level, we might not see

this change and therefore we will continue to hinder the quality of care.

Q: What else do you feel is important to watch in health care next year?

A: Patient safety. A May 2016 article in a British medical journal reported that medical errors are the third leading cause of death in the U.S. This is unacceptable and it's not because providers show up wanting to do a bad job.

We need to support our providers with a culture of safety that encourages system improvements and the ability to discuss errors and potential fixes without fear of retribution. Our healthcare system needs better care coordination, improved IT systems, enhanced communication and teamwork among providers and a focus on interdisciplinary education of the next generation of healthcare providers.

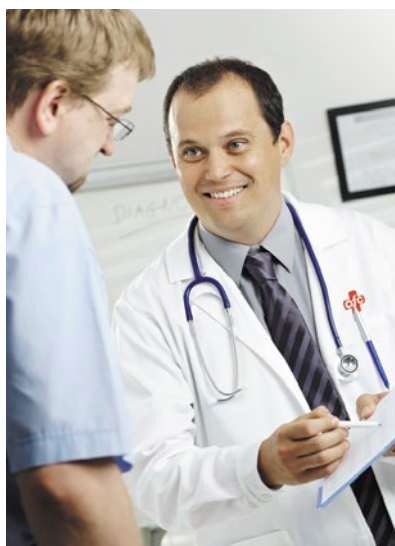
Second, retail giants like CVS and Wal-Mart are becoming big players in the healthcare system.

We're moving into an era of care-model disruptors and innovators. These new participants cater to the patient in terms of hours and types of services offered. Since health care is a huge part of our economy, and it's been a very lucrative part of our economy, you'll see more non-traditional delivery models entering the field. ■



ANGELA MATTIE

Quinnipiac University professor, trustee of St. Mary's Hospital, Yale New Haven Health community council member, and board member of Qualidigm



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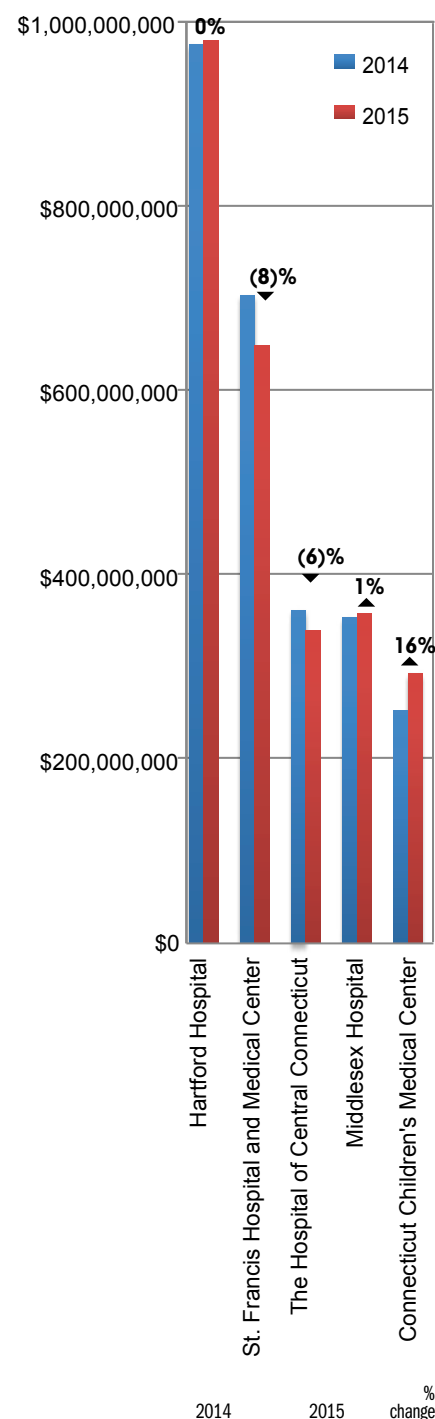
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Largest hospitals in Greater Hartford

(Ranked by total number of FTE employees as of September 2016)

Rank	Hospital	FTE employees	Licensed beds	2015 discharges	2015 total net patient revenue	Head of hospital	Year founded
1	Hartford Hospital (1) 80 Seymour St. Hartford, CT 06102 860-545-5000; www.hartfordhospital.org	6,625	867	43,350	\$980,435,000	Stuart Markowitz Senior VP, Hartford HealthCare President, Hartford Region	1854
2	St. Francis Hospital and Medical Center (2) 114 Woodland St. Hartford, CT 06105 860-714-4000; www.stfranciscare.com	5,526	617	31,597	\$649,231,568	John F. Rodis President	1897
3	Connecticut Children's Medical Center 282 Washington St. Hartford, CT 06106 860-545-9000; www.connecticutchildrens.org	2,463	187	N/A	\$293,034,805	James E. Shmerling President & CEO	1996
4	The Hospital of Central Connecticut (1) 100 Grand St. New Britain, CT 06050 860-224-5011; www.thocc.org	2,159 (3)	446 (4)	15,230	\$339,151,859	Lucille Janatka Senior VP, Hartford HealthCare President, Central Region	1893
5	Middlesex Hospital 28 Crescent St. Middletown, CT 06457 860-358-6000; www.middlesexhospital.org	2,109	275	11,230 (5)	\$357,637,000	Vincent G. Capece Jr. President & CEO	1904
6	UConn's John Dempsey Hospital 263 Farmington Ave. Farmington, CT 06030 860-679-2000; health.uchc.edu	1,444	234	8,946	\$337,300,171	Anne Diamond CEO	1975
7	Bristol Hospital and Health Care Group Brewster Road Bristol, CT 06011 860-585-3000; www.bristolhospital.org	1,151	154	N/A	\$133,327,930	Kurt A. Barwis President & CEO	1921
8	Manchester Memorial Hospital (6) 71 Haynes St. Manchester, CT 06040 860-646-1222; www.echn.org	998	249	8,806	\$176,292,453	Michael Collins (7) Interim CEO	1920
9	MidState Medical Center (1) 435 Lewis Ave. Meriden, CT 06451 203-694-8200; www.midstatemedical.org	991 (8)	156 (4)	9,208	\$212,391,809	Lucille Janatka Senior VP, Hartford HealthCare President, Central Region	1998
10	Hospital for Special Care 2150 Corbin Ave. New Britain, CT 06053 860-223-2761; www.hfsc.org	796	228	612	\$93,406,172	Lynn Ricci President & CEO	1941
11	Johnson Memorial Medical Center (2) 201 Chestnut Hill Road Stafford Springs, CT 06076 860-684-4251; www.jmmc.com	678	92	33,018	\$65,387,734	Stuart E. Rosenberg President	1912
12	Windham Hospital (1) 112 Mansfield Ave. Willimantic, CT 06226 860-456-9116; www.windhamhospital.org	525	144	2,901	\$77,602,000	Bimal Patel Senior VP, Hartford HealthCare President, East Region	1933
13	Rockville General Hospital (6) 31 Union St. Vernon, CT 06066 860-646-1222; www.echn.org	284	102	2,112	\$63,002,481	Michael Collins (7) Interim CEO	1921
14	Mount Sinai Rehabilitation Hospital (2) 490 Blue Hills Ave. Hartford, CT 06112 860-714-3500; www.stfranciscare.com	180	60	870	\$42,266,096	Robert J. Krug President	1923

Highest earning hospitals: Total net patient revenue



Source: Each hospital via survey. Note: FTE=Full-time equivalent, which is a 40-hour work week; N/A = Not available.

(1) Part of Hartford HealthCare system.

(2) Part of Trinity Health-New England.

(3) There are an additional 302 volunteers.

(4) Includes bassinets.

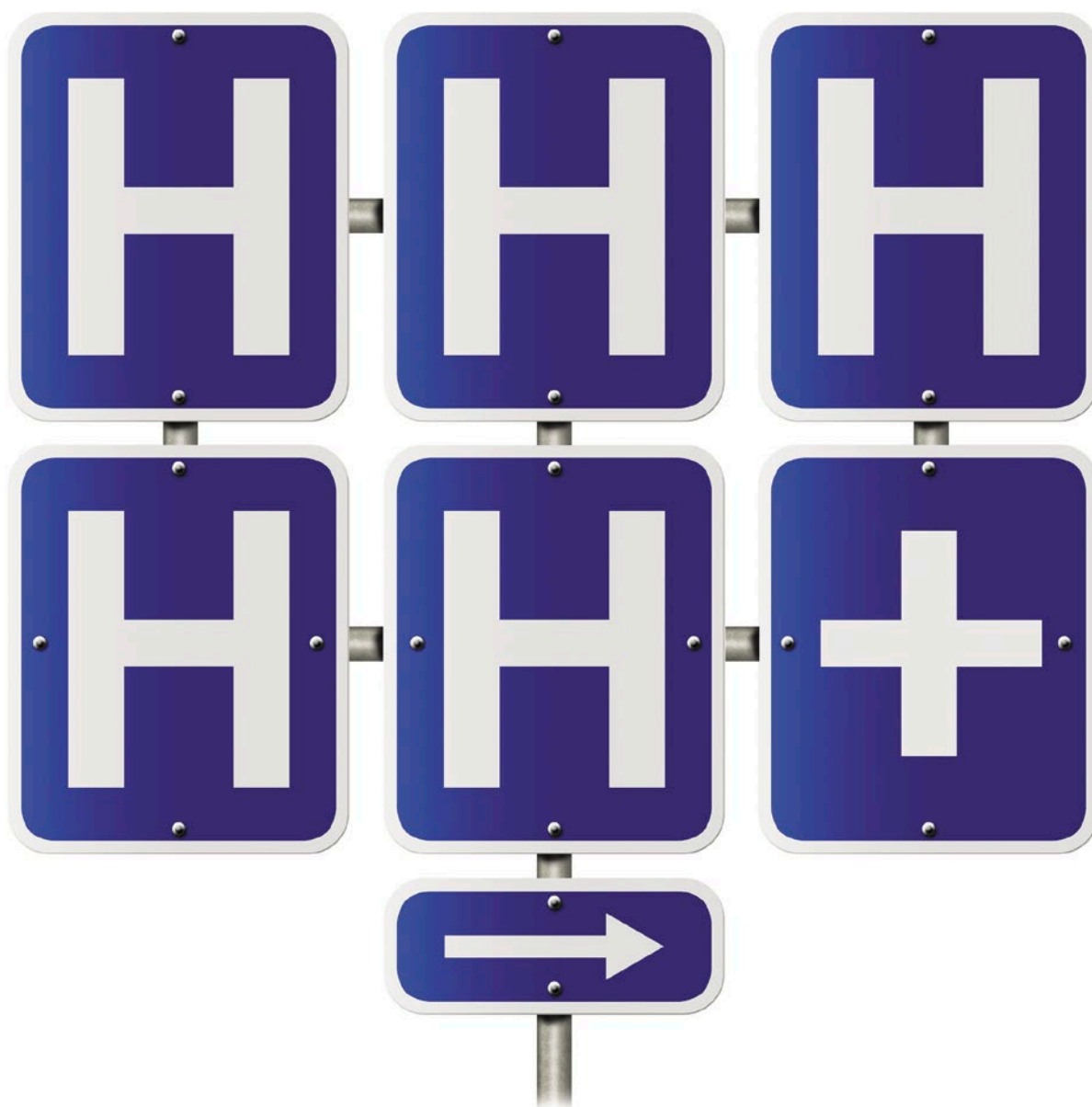
(5) Figure as of May 14, 2015.

(6) Part of Eastern Connecticut Health Network, which was recently acquired by California-based Prospect Medical Holdings Inc.

(7) Michael Collins was named interim CEO of Eastern Connecticut Health Network in Oct. 2016, replacing former president and CEO Peter Karl, who resigned effective Sept. 30, for health reasons.

(8) There are an additional 218 volunteers.

—Compiled by Stephanie R. Meagher.



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Hartford Hospital
The Hospital of Central Connecticut
MidState Medical Center
Windham Hospital

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Largest Connecticut health insurance companies

(Ranked by Connecticut enrollment as of August 2016)

Rank	Company	Total Conn. enrollment	No. of Conn. physicians in network	No. of Conn. pharmacies	Total Conn. enrollment in dental plan(s)	Total no. of Conn. dentists/ Total no. of Conn. dental providers	Top Conn. executive	Year licensed in Conn.
1	Anthem Blue Cross and Blue Shield 108 Leigus Road Wallingford, CT 06492 800-922-4670 www.anthem.com	1,118,744	12,270	707	28,000	2,787 (1) 5,947 (2)	Jill Rubin Hummel	1936
2	Cigna Corp. 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000 www.cigna.com	489,119 (3)	17,891	712	N/A	N/A N/A	David M. Cordani	1792
3	ConnectiCare Inc. 175 Scott Swamp Road Farmington, CT 06032 860-674-5757 www.connecticare.com	488,617 (4)	21,468	706	N/A	N/A N/A	Michael Wise	1981
4	UnitedHealthcare (5) 185 Asylum St. Hartford, CT 06103 800-899-7658 www.uhc.com	482,000	21,200	700	N/A (6)	1,500 3,400	Stephen Farrell	1993
5	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123 www.aetna.com	399,097	14,211	701	223,318	1,675 3,826	Mark T. Bertolini	1853
6	Harvard Pilgrim Health Care 185 Asylum St. Hartford, CT 06103 860-757-6860 www.harvardpilgrim.org	24,557	12,000	1,078	N/A	N/A N/A	Jason Madrak	2014

Source: Each company and their websites, State Department of Insurance. Note: N/A = Not available or not applicable; Bloomfield's Cigna Corp. declined to participate in the survey. Several companies did not respond to the survey or chose not to participate including Celtic Insurance Co., Trustmark Cos., and Time Insurance Co. (DBA Assurant Health).

(1) Licensed Doctor of Dental Surgery (DDS).

(2) 5,947 access points or 2,433 unique dentists.

(3) Data was taken from the Consumer Report Card on Health Insurance Carriers in Connecticut published Oct. 2015 by the Connecticut Insurance Department. Data are from the end of 2014.

(4) Includes 170,907 members through ConnectiCare's subsidiary, Care Management Solutions Inc.

(5) Oxford and Golden Rule health insurance companies are brands under the UnitedHealthcare umbrella.

(6) Several dental plan options are available.

—Compiled by Stephanie R. Meagher.

Medical marijuana dispensaries in Connecticut

(Ranked by number of pharmacists as of August 2016)

Rank	Dispensary	No. of pharmacists/ Highest credential on staff	Other health services offered	Head of dispensary	Year founded
1	Arrow Alternative Care Inc. - Hartford 92 Weston St., Unit #16 Hartford, CT 06120 860-231-7050; www.arrowalternativecare.com	8 PharmD	Medication therapy management, specialty pharmacy, immunizations, HIV specialist on-staff and education services at CannaEd.org	Angelo DeFazio President & CEO	2014
2	Thames Valley Alternative Relief 1100 Norwich-New London Turnpike Uncasville, CT 06382 860-848-0865; www.thamesvalleyrelief.com	5 R.Ph	N/A	Laurie Zrenda Dispensary manager	2014
2	The Healing Corner Inc. 159 East Main St. Bristol, CT 06010 860-583-4325; thehealingcorner.com	5 PharmD	N/A	David Slomski, Dispensary manager Geri Ann Bradley, Founder & owner	2014
4	Prime Wellness of Connecticut LLC 75 John Fitch Blvd. South Windsor, CT 06074 800-263-8557; www.primewellnessofct.com	4 R.Ph	Active partnerships with several alternative-therapy providers including yoga, reiki and chiropractic services	Tom Nicholas, CEO Algis Domeika, Dispensary manager	2013
4	Bluepoint Wellness of Connecticut 469 East Main St. Branford, CT 06405 203-488-1388; bluepointwellnessct.com	4 PharmD	N/A	Nick Tamborrino Manager	2014
4	Compassionate Care Center of Connecticut D&B Wellness LLC 4 Garella Road Bethel, CT 06801 203-909-6869; www.CCC-CT.com	4 R.Ph	Nutritional counseling, yoga, reiki, massage and meditation	Brian Essenter, Manager Angela D'Amico, Owner	2014
7	Arrow Alternative Care Inc. - Milford 255 West River St. Milford, CT 06461 203-874-4673; www.arrowalternativecare.com	3 PharmD	Pediatric epilepsy services, medication therapy management, specialty pharmacy, immunizations, HIV specialist on-staff and education services at CannaEd.org	Angelo DeFazio President & CEO	2016 (1)
8	Caring Nature LLC 237 East Aurora St. Waterbury, CT 06708 203-437-8477; caringnaturedispensary.com	2 R.Ph	N/A	David Sullivan Dispensary manager	2016 (2)

Source: Each dispensary via survey and Connecticut Department of Consumer Protection. Notes: Southern CT Wellness & Healing is slated to open a new dispensary at 318 New Haven Ave. in Milford. N/A = Not applicable or not available.

(1) Dispensary opened October 2016.

(2) Dispensary opened July 2016.

—Compiled by Stephanie R. Meagher.



Largest bioscience/biotechnology companies in Connecticut

(Ranked by number of employees as of March 2016)

Rank	Company	Headquarters	No. of employees in CT	Bioscience sub categories	Focus	Year founded	Top executive
1	Pfizer Inc. 558 Eastern Point Road Groton, CT 06340 860-441-4100; www.pfizer.com	New York, NY	3,000	Pharmaceuticals	Medicinal chemistry, pharmacokinetics, dynamics and metabolism, pharmaceutical sciences, clinical trials, drug safety, comparative medicine, regulatory	1849	Ian C. Read Chairman & CEO
2	Boehringer Ingelheim Pharmaceuticals Inc. 900 Ridgebury Road Ridgefield, CT 06877 800-344-3095; us.boehringer-ingelheim.com	Ridgefield, CT	2,700 (1)	Pharmaceuticals	Development and manufacture of human and animal healthcare products	1885	Paul R. Fonteyne President & CEO, USA
3	Alexion Pharmaceuticals Inc. 100 College St. New Haven, CT 06510 203-272-2596; alexion.com	New Haven, CT	1,000	Pharmaceuticals	Severe and life-threatening rare disorders	1992	David Brennan (2) Interim CEO
4	Bristol-Myers Squibb Co. 5 Research Parkway Wallingford, CT 06492 (3) 203-677-6000; www.bms.com	New York, NY	835 (4)	Bio-manufacturing Genetics Pharmaceuticals	BioPharma focused on discovering, developing and delivering medicines to help patients prevail over serious diseases such as cancer, cardiovascular disease, fibrotic diseases, genetically defined diseases, hepatitis C, HIV and rheumatoid arthritis	1858	Giovanni Caforio CEO
5	PerkinElmer Inc. 710 Bridgeport Ave. Shelton, CT 06484 (5) 203-925-4600; www.perkinelmer.com	Waltham, MA	500	Bio-informatics	Human and environmental health	1937	Robert F. Friel Chairman & CEO
5	Purdue Pharma LP 1 Stamford Forum, 201 Tresser Blvd. Stamford, CT 06901 800-745-7445; www.purduepharma.com	Stamford, CT	500 (6)	Medical Pharmaceuticals	Prescription and non-prescription medicines and hospital products; development of opioid pain medications with abuse-deterrent properties	1991	Mark Timney President & CEO
7	The Jackson Laboratory for Genomic Medicine (7) 10 Discovery Drive Farmington, CT 06032 860-837-2474; www.jax.org	Bar Harbor, ME	200	Medical Genetics	Discovery of genomic causes of disease and development of diagnostics and therapeutics	2014 (8)	Charles Lee Scientific director
8	MannKind Corp. 1 Casper St. Danbury, CT 06810 203-798-8000; www.mannkindcorp.com	Valencia, CA	168	Pharmaceuticals	Inhalation product technologies	1991	Matthew J. Pfeffer CEO, CFO & director
9	Scapa Healthcare (9) 111 Great Pond Drive Windsor, CT 06095 860-688-8000; www.scapahealthcare.com	Manchester, UK	100	Medical Bio-manufacturing	Adhesive coated materials for the medical device, consumer wellness, advanced wound care and drug delivery fixation markets	1982	Joseph Davin President of health care
10	Protein Sciences Corp. 1000 Research Parkway Meriden, CT 06450 203-686-0800; proteinsciences.com	Meriden, CT	90	Bio-engineering Pharmaceuticals	Vaccine development and protein production	1983	Manon M. J. Cox President & CEO
11	Achillion Pharmaceuticals 300 George St. New Haven, CT 06511 203-624-7000; www.achillion.com	New Haven, CT	80	Pharmaceuticals	Therapy for chronic hepatitis C and a platform of specific complement factor D inhibitors	2000	Milind S. Deshpande President & CEO
12	Core Informatics 36 E. Industrial Road, 2nd floor Branford, CT 06405 866-823-0337; www.coreinformatics.com	Branford, CT	62	Bio-informatics	Data management and lab informatics solutions built on the platform for science	2005	Josh Geballe CEO
13	Transgenomic Inc. 5 Science Park New Haven, CT 06511 203-907-2201; www.transgenomic.com	Omaha, NE	55	Genetics	Genetic testing	1997	Paul Kinnon President & CEO
14	Kolltan Pharmaceuticals Inc. 300 George St., Suite 530 New Haven, CT 06511 203-773-3000; www.kolltan.com	New Haven, CT	41	Pharmaceuticals	Biologics targeting receptor tyrosine kinases for oncology and immunology	2008	Gerald McMahon President & CEO
15	Ce3 Inc. 246 Goose Lane, Suite 202 Guilford, CT 06437 203-404-7500; www.ce3inc.com	Guilford, CT	40	Medical	Contract research focused on providing biotechnology companies with phase 1 and 2 clinical trial execution and regulatory submission services	2005	Holly Ohanesian Coulter President & CEO
15	Melinta Therapeutics Inc. 300 George St., Suite 301 New Haven, CT 06511 203-624-5606; www.melinta.com	Lincolnshire, IL	40	Pharmaceuticals	Discovery, development and commercialization of antibiotics to overcome resistant, life-threatening infections	2000	Eugene Sun Interim CEO
17	Arvinas Inc. 5 Science Park New Haven, CT 06511 203-535-1456; www.arvinas.com	New Haven, CT	30	Medical	Development of therapeutics to treat a variety of diseases including cancer, pro-inflammatory, autoimmune and rare disease	2013	Manuel Litchman President & CEO
17	NanoViricides Inc. 1 Controls Drive Shelton, CT 06484 203-937-6137; www.nanoviricides.com	Shelton, CT	30	Pharmaceuticals	Nanotechnology-based biomimetic anti-viral medicines targeting influenzas, bird flu, HIV/AIDS, cold sores, genital herpes infection, viral eye diseases, ebola and dengue viruses	2005	Eugene Seymour, CEO Anil R. Diwan President & chairman
19	CARA Therapeutics 1 Parrott Drive Shelton, CT 06484 203-567-1500; www.caratherapeutics.com	Shelton, CT	22	Medical	Development of therapeutics to treat human diseases associated with pain, inflammation and pruritus	2004	Derek Chalmers Director, president & CEO

Source: CURE, each company via survey. Notes: R&D = research and development, DND = did not disclose. Marinus Pharmaceuticals Inc. closed its New Haven office. Biondi Inc. expects to cease operations in Danbury in 2016. Hologic Inc., Medtronic and New Haven Pharmaceuticals do not disclose employee data by geographic location. AxioMx Inc. (Abcam plc), Becton Dickinson, Charles River Laboratories International Inc., CooperSurgical Inc., Gilead Connecticut Inc., Icahn School of Medicine Mount Sinai Genomics Research Center and Idexx Laboratories were contacted but did not complete a survey.

(1) On Feb. 19, 2016, an upcoming layoff was announced at the Ridgefield facility without quantifying the scope of the workforce reduction.

(2) Took over as interim CEO in Dec. 2016 upon the resignation of David L. Hallal.

(3) In early 2018, BMS plans to close Wallingford site and move 900-plus employees to other locations in Connecticut and Cambridge, Mass.

(4) Figure excludes field-based personnel.

(5) With an additional R&D operation in Branford.

(6) Figure is from 2015.

(7) On the campus of University of Connecticut Health Center.

(8) Year founded for the Farmington site. The Jackson Laboratory was founded in 1929.

(9) Formerly Scapa Tapes North America LLC.

—Compiled by Stephanie R. Meagher.

Urgent care clinics in Greater Hartford

(Ranked by number of locations)

Rank	Clinic	No. of locations	Hours/days of operation	Level of staff (credentials) (1)	Services available
1	Hartford HealthCare Medical Group - Urgent Care 1025 Silas Deane Highway Wethersfield, CT 06109 860-696-2400; geturgentcarenow.org	8	M-F 8 a.m. to 8 p.m. Sat. 9 a.m. to 5 p.m. Sun. 10 a.m. to 4 p.m. (2)	MD, APRN, PA, DO	Colds, cough, flu, sinus infection, ear pain, eye infections, gastrointestinal complaints, rash, skin problems, burns, cuts, lacerations, allergies, insect stings, strains, sprains, bruises, fractures and automobile accidents
2	CVS Minute Clinic 323 Cromwell Ave. Rocky Hill, CT 06037 860-563-9393; www.cvs.com	8	M-F 8:30 a.m. to 7:30 p.m. Sat. 9 a.m. to 5:30 p.m. Sun. 10 a.m. to 5:30 p.m.	NP	Minor injuries, minor illnesses, screenings, vaccinations and physicals
3	Community Health Center Inc. 395 North Main St. Enfield, CT 06082 860-253-9024; www.chc1.com	6	Check specific locations	MD, RN, PA	Non-life-threatening injuries or conditions; check locations for more specific information
4	ProHealth Express Care, a service of ProHealth Physicians 1001 Farmington Ave. Bristol, CT 06010 888-344-0007; ProHealthMD.com/ExpressCare	6	Only closed Thanksgiving and Christmas Day; call for hours at specific locations	MD, APRN, PA	Cough, cold, flu, sore throat, sinus infection, ear ache, bronchitis, urinary-tract infection, poison ivy and rashes, TB testing, vaccinations, physical exams, DOT exams and newborn care
5	MediQuick Walk-In Med Center 680 South Main St. Cheshire, CT 06410 203-694-6700; geturgentcarenow.org	5	M-F, Sat. & Sun. 8 a.m. to 7:30 p.m.	MD	All non-life-threatening injuries, rashes, sprains and fractures, pink eye, acute back pain, flu shots, STD testing, broken bones and occupational medicine
6	New England Urgent Care 21 North Main St. West Hartford, CT 06107 844-884-9911; urgentcarenewengland.com	4	M-F 8 a.m. to 8 p.m. Enfield: M-Th 8 a.m. to 10:30 p.m. Sat. & Sun. 9 a.m. to 6 p.m.	MD, RN, PA, PA-C, RT	Urgent care for all non life-threatening conditions, X-rays and EKG, STD testing, physical exams, pharmacy and medication, phlebotomies, work-related exams and vaccinations
7	Concentra Urgent Care 701 Main St. East Hartford, CT 06108 866-944-6046; concentra.com	4 (3)	M-F 8 a.m. to 5 p.m. East Hartford: M-F 7 a.m. to 6 p.m.	MD, NP, RN, PA	Vaccinations, physicals, non-life-threatening injuries, STD testing, pregnancy tests, preventative screenings, pediatric injuries and diagnostic testing
8	St. Francis FastCare at Super Stop & Shop 55 Oak St. Glastonbury, CT 06033 860-714-9730; stfranciscare.org/fastcare	3	M-F noon to 8 p.m. Sat. 8:30 a.m. to 4:30 p.m. Sun. 9:30 a.m. to 2:30 p.m.	Skilled-nurse practitioner	Treatment for a variety of non-life-threatening conditions, ear wax removal, blood pressure check, immunizations and lab tests for monospots, pregnancy, rapid flu, rapid strep, TB skin test and urinalysis
9	Velocity Urgent Care Clinic 396 Cromwell Ave. Rocky Hill, CT 06067 860-249-1570; velocityurgentcare.com	2	M-F 9 a.m. to 9 p.m. Sat. & Sun. 9 a.m. to 5 p.m.	MD, PA	X-rays, EKG, IV fluid, stitches; medical testing for mono, strep and pregnancy; urine analysis, drug tests, physicals, immunization, vaccination, STD testing, work-related injuries and DOT services
10	Community Health Services 500 Albany Ave. Hartford, CT 06120 860-249-9625; chshartford.org	2	Hartford: M-Th 8 a.m. to 5:30 p.m., F 9:30 a.m. to 5:30 p.m.; Windsor: M-Th 8 a.m. to 5 p.m., F 10 a.m. to 5 p.m.	N/A	N/A
11	UConn Health Urgent Care One Royce Circle, Suite 104 Storrs, CT 06268 860-487-9300; health.uconn.edu/patient-services/urgent	2	M-F 9 a.m. to 9 p.m. Sat. & Sun. 9 a.m. to 5 p.m.	MD, DO, PA, APRN (4)	X-ray and lab services, ear aches, cold and flu, immunizations, minor cuts, scrapes and burns, pink eye, stitches and their removal, strep throat, upper respiratory problem, urinary-tract infection, laceration repair, pregnancy test and sports physicals
12	Med-Help Medical Center 539 Farmington Ave. Bristol, CT 06010 860-314-6046; bristolhospital.org/Services/Med-Help-Urgent-Care.aspx	2	M-F 8 a.m. to 8 p.m. Sat. 9 a.m. to 5 p.m. Sun. 9 a.m. to 2 p.m.	MD, RN, PA, DO, RTR, MA, PA-C	Cold, flu, sore throat, urinary-tract infection, sprains, lacerations, strains, tick removal and X-rays
13	The Doctors Treatment Center 7 Mill Pond Road Granby, CT 06035 860-653-2382; urgentcarecentersct.com	2	M-F 7:30 a.m. to 8:30 p.m. Sat. & Sun. 9 a.m. to 3 p.m.	MD, PA-C	Urgent medical services, injuries, X-rays, EKG, sprains and fractures, casting, STD testing and non-life-threatening injuries

Source: Each clinic via survey.

(1) APRN = Advanced practice registered nurse, DO = Doctor of osteopathic medicine, MA = Medical assistant, MD = Medical doctor, NP = Nurse practitioner, PA = Physician assistant, PA-C = Certified physician assistant, RN = Registered nurse, RTR = Registered recreational therapist.

(2) Wallingford facility closed Sundays.

(3) Six additional locations statewide.

(4) Radiology technician also available.

—Compiled by Brendan Sullivan.



Medical equipment retailers in Greater Hartford

(Ranked by number of local employees as of August 2016)

Rank	Retailer	No. of local employees	Products and services	Head of company	Year founded
1	Med-Caire Inc. 5 Gerber Blvd. Vernon, CT 06066 800-544-8559; medcaire.com	20	Oscillation vests, oxygen systems, CPAP/BiP AP, stationary and portable suction pumps, nebulizers, ventilators, scooters, lift chairs, walkers, wheelchairs, canes, crutches, shower chairs, hospital beds, catheters, incontinence products and blood pressure kits (1)	Eric Czarnecki President	1981
2	J & L Medical Services 640 Silas Deane Highway Wethersfield, CT 06109 860-436-4629; jandlmedical.com	18	Bed rails, raised toilet seats, tub benches, CPAC machines for sleep apnea, lift chairs and more	John Loyer President	2003
3	Advanced Medical Supplies 43 South Main St. West Hartford, CT 06117 860-523-1076; ctadvancedhomemedical.com	15	Chair seats, ambulatory aids, support stockings, wheelchairs, stethoscopes, hospital beds, wheelchair ramps, blood pressure monitors, scooters, wheelchairs, incontinence products, ostomy bags and accessories, wheelchair trays, orthopedics and wound-care supplies	Sandy Cohen	1988
4	NEAT Equipment Restoration Center at Oak Hill (2) 33 Coventry St. Hartford, CT 06112 860-286-3106; oakhillct.org/NEAT-Center	14	Repair, cleaning and reselling of donated durable medical and adaptive equipment at a significant discount including wheelchairs, scooters, standers, commodes, hospital beds, canes and lift recliners	Barry Simon President & CEO	2000
5	Evis Medical Equipment 141 South St. West Hartford, CT 06110 860-296-3565; www.evismedical.com	13	Medical equipment, oxygen, wheelchair and hospital beds	Gisella Moncayo CEO	1990
6	MT Medical LLC 208 Park Road West Hartford, CT 06119 860-232-1868; comfortfootwearetc.com	8	Medical and hospital equipment and supplies, comfort footwear and custom foot orthotics	Ilya Tsvok Owner	2000
7	Harvest Medical 461 North Main St. Southington, CT 06489 860-621-9166; harvestmedical.net	6	Wheelchairs, walkers, hospital beds, commodes, lift chairs, braces, wraps, supports, surgical supplies, TENS units, compression stockings and garments	Robert Soutter President	1986
8	Ellsworth Medical 540 Windsor Ave. Windsor, CT 06095 860-298-9333; www.ellsmmed.com	5	Hospital beds, diagnostic equipment, medical clothing, medical uniforms, walkers, wheelchairs and bathroom accessibility equipment	Margaret Cosker Owner	2004

Source: Each retailer via survey. Note: N/A = Not available.

(1) Delivery service available.

(2) NEAT stands for New England Assistive Technology.

—Compiled by Brendan Sullivan.

Homecare providers in Greater Hartford

(Ranked by number of clients as of September 2016)

Rank	Provider	No. of clients/ No. of FTE employees (1)	RN care/ LPN care	Homecare services									Other services	Top executive	Year founded
				Skilled nursing	Physical therapy	Occupational therapy	Speech therapy	Pain management	Hospice & palliative care	Social worker	Homemaking	Errands			
1	Hartford HealthCare at Home (2) 1290 Silas Deane Highway, Suite 4B Wethersfield, CT 06109 860-249-4862; hhcat home.org	19,265 944 (3)	Y Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Home nursing, rehabilitation, hospice, and non-medical private-duty services through Independence at Home program	Michael Soccio Executive director	1901
2	Masonicare Partners a partnership with St. Francis Hospital 111 Founders Plaza, Suite 200 East Hartford, CT 06108 860-528-2273; masonicare.org	4,536 200	Y Y	Y	Y	Y	Y	Y	Y	Y	N	N	Home nursing, rehabilitation, hospice, non-medical private-duty services, tele-monitoring, wound and ostomy care	Jennifer Rich Director	1930
3	Visiting Nurse & Health Services of CT 8 Keynote Drive Vernon, CT 06066 860-872-9163; echn.org/visiting-nurse-and-health-services	3,500 172	Y Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Wound, ostomy, telehealth, Meals on Wheels, non-medical services from A Caring Hand include 24-hour live-in, personal-care attendants, homemakers and companions and LifeLine	Todd Rose President & CEO	1913
4	Companions and Homemakers 88 Hazard Ave., Enfield 06082, 860-745-4663; 100 Western Blvd., Glastonbury 06033, 860-657-4166; 613 New Britain Ave., Farmington 06032, 860-677-4948; companionsandhomemakers.com	3,500 100	N N	N	N	N	N	N	Y	N	Y	Y	Personal-care assistance, live-in companion, transportation and pet assistance	Linda Grigerek Founder	1990
5	Mclean Home Care And Hospice 75 Great Pond Road Simsbury, CT 06070 860-658-3950; mcleancare.org	1,030 36	Y Y	Y	Y	N	N	Y	Y	Y	N	N	Joint rehabilitation, living with heart failure, breathe easy for COPD, fall prevention, dementia care, LifeLine emergency response system, stroke rehabilitation, wound care, tele-monitoring, IV management and hospice	David Bordonaro President	1985

Source: Each provider via survey, Medicare.gov and Connecticut Association for Healthcare at Home.

(1) It is common in home care to have per-diem employees. These are staff who are not FTE but are a critical part of day, weekend and/or evening coverage. They receive all the orientation, precepting and quality expectations of full-time staff. It's especially appealing to nurses with young children who want to work around their family's schedule and don't need benefits, as well as to semi-retired nurses who want to keep providing care but not full time. This metric may not contain apples-to-apples comparisons among providers and will be reworked in a future edition.

(2) Includes the former VNA HealthCare and VNA East as well as five branch offices.

(3) An additional 57 volunteers.

—Compiled by Brendan Sullivan.



2017 REAL ESTATE OUTLOOK

Rising rates will pressure/dampen realty investment returns

By Jay L. Morris

Managing partner, Hartford County office for O,R&L Commercial

The year 2016 has been very active for commercial real estate in Connecticut and throughout the nation. All real estate has been the beneficiary of so many years of stimulus through incredibly low interest rates.

In July, the 10-year U.S. Treasury yield hit a record low of 1.336 percent. The low cost of financing has stimulated a tremendous amount of commercial real estate sales across all commercial sectors including office, multifamily, medical office, retail and industrial. The volume of sale transactions and prices have finally reached levels not seen since 2007, before the last recession.

The main area of commercial real estate in Connecticut that has been lagging the nation is the lack of new construction. I believe that this is because Connecticut is one of the most expensive states to do business in and we don't have a competitive economic incentive program. There are not enough businesses moving into the state and we have a hard time retaining our existing businesses, which are being lured away by other states that are offering incentives and a lower cost of doing business.

In Connecticut, the greatest obstacle affecting economic growth is our unfunded pension liabilities and large pending deficits in the city of Hartford and the state as a whole. In addition, we still have an inheritance tax driving out our wealthiest residents, many from Fairfield County. As the highest income taxpayers move out of Connecticut, the state will continue to lose tax revenue, which will further weaken our economy.

We need to come up with a more competitive economic development program and a lower tax structure. When I visit other cities throughout the country, I see cranes in the sky and new construction everywhere. In Connecticut, cranes are almost non-existent except for our only beacons of growth: health care and multifamily residential development.

We have an aging population and the demand for easy access to health care is greater than ever. Hospitals are trying to

support their communities by locating medical services in the towns that they serve. The state needs to recognize that hospitals are a huge generator of employment and economic growth, and they should be supported.



Jay L. Morris

As for multifamily development, Connecticut has a large inventory of older apartment complexes from the 60's and 70's. Today, there are many multifamily developments underway or in the planning stages in the majority of towns throughout the state. In fact, there are so many new units scheduled to open at the same time, we may

soon be reaching a point of saturation. This multifamily explosion is not unique to Connecticut — it is occurring everywhere. In fact, this may be the next national bubble.

For the coming year, the new White House administration's goals are to stimulate the economy with job growth by reducing regulations and taxes. With employment and wage growth, the demand for commercial and industrial space should increase throughout various markets. This should continue to fuel

commercial leasing and reduce vacancy rates.

However, while the new administration's objectives may be good for the economy, it could have an adverse effect on investment real estate because of increasing interest rates. As wage growth and inflation begin to creep up, the Fed will

follow a policy of monetary tightening through higher interest rates to keep inflation in check.

Since the election, we have already seen an uptick in interest rates from around 1.8 percent before the election up to 2.466 percent (as of Dec. 9). This is a tremendous increase for one month, and the Fed is expected to continue with moderate increases throughout 2017.

Higher interest rates typically have a dampening effect on all types of real estate, but especially on investment real estate.

Bottom line: To create economic growth in commercial real estate, Connecticut must get its long-term obligations and spending under control, and reduce the cost of doing business here so we are able to attract new businesses from other states and around world. ■

► **The volume of sale transactions and prices have finally reached levels not seen since 2007, before the last recession.**

Trends point to more Hartford region growth in '17

By Suzanne Duca

Director of research, CBRE/New England

Becoming an 18-hour city is a goal that Hartford can achieve. Significant progress has been made by the public and private sectors to revitalize Hartford's downtown scene and reposition districts that have untapped potential.

Development has taken shape across multifamily projects in the core downtown region, retailers have expanded their footprint, and recent public transportation projects have seen great success. As these projects make their mark, the economic landscape of the downtown region is well positioned to improve.

Businesses often consider locating in urban settings because they present the opportunity to attract a skilled talent pool at a relatively lower relocation cost. If the Millennial-skilled workforce continues to populate downtown, office tenants operating out of Hartford's surrounding suburbs will begin the migration to the urban core as will out-of-market tenants who are looking for cost alternatives to locating in higher-cost cities.

The 750 new downtown multifamily units that have come online since the summer of 2015 have been met with strong demand exhibited by a tenant base of young, college-educated professionals.

Developers have had success in attracting this tenant base by incorporating modern finishes, amenity packages and concierge services into their unit offerings.

The number of available units at three of the city's more notable new multifamily developments (The Spectra Boutique Apartments at 5 Constitution Plaza, 777 Main Apartments at 777 Main St., and Front Street Lofts at 20 Front St.) is scarce.

With UConn's incoming downtown campus set to open in the fall of 2017, there could be an uptick in student demand for downtown living options.

iQuilt, CTfastrak gains

Projects coordinated by the public sector have been critical to the development of downtown Hartford's live, work and play culture. The iQuilt urban design plan and Intermodal Triangle project, both backed by \$25 million of dedicated funds from the state's capital budget, have helped widen the promenades that run alongside Bushnell Park as well as walkways surrounding the areas of Union Station, Asylum Street and Pearl Street.

These projects will help transform the city's walkability by connecting local historical landmarks and popular amenities as well as ease transit flow between the traffic-dense areas of Main Street and Union Station.

The CTfastrak was declared a success for the region after original ridership projections were surpassed. The busway has been popular with downtown workers who are averse to traffic congestion. Many municipalities have found the busway to be advantageous to their local economies as developers and small businesses have gravitated to areas near corresponding stops.

The Department of Transportation plans to build on ridership success by expanding their service east of the Connecticut River.

Infrastructure is a topic that will soon be front and center on the agendas of state and city officials. The I-84 viaduct project and the CTrail Hart-

ford Line study are both large-scale public outlay projects that propose to reduce traffic congestion and boost the region's economy. Businesses will closely monitor the trajectory of these projects as they consider future real estate decisions.

Statistically, the Greater Hartford office market (a market CBRE/New England tracks by five subdivisions: north, east, south, west, and the central business district, or CBD) has shown stable real estate fundamentals in 2016.

In Hartford's CBD, renewal transactions have dominated leasing activity overall. Many occupiers in Hartford's CBD have found renewing in place to be cost effective and in alignment with their business strategies.

Three major renewals were signed in 2016; Lincoln Financial Group committed to approximately 185,000 square feet at Metro Center (385 Church St.), Prudential Financial renewed on its lease of approximately 250,000 square feet at 280 Trumbull St., and law firm McCarter & English renewed its lease of approximately 33,000 square feet at CityPlace.

In 2015, Hartford's office investment market saw strong demand with four CBD assets trading hands over the course of the year. Office investment sales activity slowed in 2016 as investor capital demonstrated a growing interest in investment-grade industrial property in the region. However, operators have continued to remain confident on the foundation of the market.

After winning the asset at auction, the ownership group of Goodwin Square (225 Asylum St.) have instituted an extensive capital improvement package that will reposition the office tower in addition to the adjoining 124-room boutique hotel and restaurant that are slated to open in early 2017.

Barring major macroeconomic headwinds, Greater Hartford office market fundamentals should remain composed in 2017. ■



Suzanne Duca

CT's housing market headed toward a 'steady' 2017

By Curtiss Clemens Sr.

President and co-owner, Century 21 Clemens & Sons Realty Inc.

There are several issues that will affect Greater Hartford's residential real estate market in 2017. Here is a breakdown of some of them:

Mortgage rates: We are already experiencing modest increases in mortgages rates. If rates remain below 5 percent in 2017, unit sales and home values should be minimally impacted.

Economy: Nationally, I expect a higher rate of growth in GDP provided that the Trump administration is successful, early on, in greatly reducing the ever-increasing noose of unnecessary regulations that are in effect and in implementing changes to unfavorable trade agreements.

The key to economic growth is job growth. Connecticut's economy lags behind the national growth rate and will continue to

do so because of concerns over the massive deficits in the state budget and the specter of even higher taxes.

Dodd-Frank regulations: It appears that there will be modifications of some of these regulations. This action will simplify the mortgage process, especially the closing portion. More importantly, more buyers will be able to qualify for a mortgage without adversely impacting the quality of the mortgages.

Millennial buyers: We have been seeing more of this population group entering the homebuying market. This trend will continue.

Home values: A combination of the concerns about Connecticut's economy, the state budget deficit and marginally higher interest rates will hold increases in home values to 2 percent or less. If rates stay around 4.5 percent, home values may increase an additional 1.5 percent. There is still a pent-up

buyer demand.

Foreclosures—The number of foreclosures has been falling, both nationally and in Connecticut. That trend will continue.

Buyer's market vs seller's market: We have been experiencing both depending on the town or city and the condition of the home. Homes that have not been updated are taking much longer to sell, whereas, some homes that have been updated and are located in preferred locations are selling above the asking price.

Urban areas remain a buyer's market.

Rental market: I continue to believe that the number of rental units, including existing and proposed, will result in an oversupply. First, our population is declining in the state. Secondly, many of the Millennials who have been deferring from homeownership and chose to rent are now looking to purchase a home.

When all the factors are weighed, I believe that the real estate market will remain steady in 2017. ■

► The key to economic growth is job growth. Connecticut's economy lags behind the national growth rate and will continue to do so because of concerns over the continued massive deficits in the state budget and the specter of even higher taxes.



Curtiss Clemens Sr.

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Largest commercial property managers in Greater Hartford

(Ranked by square footage managed by local office as of August 2016)

Rank	Company	Local sq. footage/ Total	Local properties/ Total	Local employees/ Total	Project mgmt.	Tenant rep.	Invest. Dev.	Agency sales	Leasing	Largest local properties managed	Head(s) of local operations	Year founded
1	RM Bradley Management Corp. 225 Asylum St., 15th Floor Hartford, CT 06103 860-278-2040; rmb Bradley.com	5,700,000 6,500,000	49 57	84 86	Y	Y	N	Y	Y	One Financial Plaza, Goodwin Square Tower, Hartford	David Fagone President & CEO	1975
2	Cushman & Wakefield 280 Trumbull St. Hartford, CT 06103 860-249-0900; cushmanwakefield.com	4,845,020 590,000,000	21 4,000	NA NA	Y	Y	N	Y	Y	DND	Joseph Fallon New England market leader	1984
3	CB Richard Ellis-NE Partners 185 Asylum St., 31st Floor Hartford, CT 06103 860-525-9171; www.cbre.com	4,288,560 32,880,297	31 214	41 437	Y	Y	Y	Y	Y	200 Old Iron Ore Road, Windsor; 97 Newberry Road, East Windsor; 140 Knollwood Drive, Clinton; 530-538 Preston Ave., Meriden	Jeffrey M. Livingston Managing director & partner	1968
4	O,R&L Facility Services 2 Summit Place Branford, CT 06405 203-643-1001; www.or-l.com	4,160,418 8,877,749	85 233	303 862	Y	Y	Y	Y	Y	DND	Suzanne O. Black Executive vice president of operations	1990
5	Konover Commercial Corp. 342 N. Main St. West Hartford, CT 06117 860-570-2000; simonkonover.com	4,000,000 4,500,000	25 38	25 25	Y	N	N	N	Y	450 Columbus Blvd., Hartford	Elizabeth Giancesello Judd President	1959
6	Figure Eight Properties Inc. 433 South Main St., Suite. 328 West Hartford, CT 06110 860-313-5400; f8properties.com	2,695,000 4,225,000	38 43	44 89	Y	Y	Y	Y	Y	Town Center, Corporate Center West, West Hartford; Farmglen Executive Center, Farmington	Harris Simons Jeff Digel Principals	2014
7	Acre Group LLC 2 Central Ave. New Hartford, CT 06057 860-738-2222; acregroup.com	2,500,000 2,500,000	45 45	NA NA	Y	Y	Y	Y	Y	Farmington Exchange; Danbury Landing; Amity Plaza and Stop & Shop Plaza, North Haven	Daniel Charest Operations manager	2002
7	Colliers International 864 Wethersfield Ave. Hartford, CT 06114 860-249-6521; colliers.com/ hartford	2,500,000 2,000,000,000	37 NA	5 16,000	Y	Y	Y	Y	Y	Lincoln Plaza, Meriden; Wintonbury Mall, Bloomfield	Nicholas Morizio President	1941
9	Jones Lang LaSalle 90 State House Square Hartford, CT 06103 860-241-0100; www.jll.com	2,354,000 17,716,000	6 74	NA NA	Y	Y	Y	Y	Y	Constitution Plaza, Hartford; ING, Windsor	Jim Tierney Managing director, New England	1992
10	Griffin Industrial Realty Inc. (1) 204 West Newberry Road Bloomfield, CT 06002 860-286-7660; griffinindustrial.com	2,200,000 3,300,000	28 33	32 35	Y	N	Y	N	N	Griffin Center, Phoenix Crossing, Windsor and Bloomfield; New England Tradeport, Windsor and East Granby	Thomas M. Lescalleet Senior VP	1997
11	Reno Properties Group LLC 170 Pane Road Newington, CT 06111 860-666-7400; reno- properties.com	1,500,000 1,500,000	27 27	19 19	Y	Y	Y	Y	Y	718 North Colony Road, Wallingford; Town Line Business Center, Newington; 1404 Blue Hills Ave., Bloomfield; 505 Willard Ave., Newington	Dan Garofalo Principal	2003
12	The Windsor Management Co. 58A Connecticut Ave. South Windsor, CT 06074 860-688-1738; windsormgmt.com	929,300 929,300	17 17	11 11	Y	Y	N	Y	Y	Kennedy Business Park, Windsor	Donald A. McLaughlin President	1983
13	EDENS (2) 345 North Main St., Suite 304 West Hartford, CT 06117 860-523-5739; www.edens.com	754,702 18,900,000	5 102	NA 280	Y	N	Y	Y	N	Simsbury Commons	Jeff Pransky Vice president of property management	1966
14	ONE SOURCE Cos. 101 North Plains Industrial Road, Building 1B, Suite 3 Wallingford, CT 06492 203-741-8770; onesourcecompanies.com	572,636 872,636	110 125	6 6	Y	Y	N	Y	Y	53 North Plains Industrial Road, Wallingford	Nicholas Lombardi President	2013
15	Hartford Square Associates 1 Hartford Square New Britain, CT 06052 860-505-8228; onehartfordsquare.com	565,000 627,000	NA NA	NA NA	Y	N	Y	N	Y	Hartford Square Associates LLC, New Britain	Peter J.R. Niro, Senior property manager Pat Dawson, Property manager	2011
16	RLM Co. 10 N. Main St. West Hartford, CT 06107 860-236-1253; www.rlmco.com	341,000 341,000	32 32	2 2	Y	Y	Y	Y	Y	Shield Street Plaza, West Hartford	Mike Mahoney Owner	1945
17	KWA Group - Kuzmak-Williams & Associates LLC (3) 734 Hebron Ave. Glastonbury, CT 06033 860-724-5944; kwagroupct.com	206,881 446,662	10 15	5 NA	Y	Y (4)	Y	Y	Y	North Haven Commons Shopping Center	Richard S. Wilson Jr. Director of property management	1989
18	Boxer Property Management 750 Main St., #1000 Hartford, CT 06103 860-466-7368; boxerproperty.com	128,974 14,000,000	1 415	4 578	Y	Y	Y	Y	Y	Hartford Trust Building, Hartford Square West	Laraine Kulpowich Senior property manager, leasing rep	2002

Source: Each manager via survey. Notes: Trio Properties LLC of Glastonbury did not participate as they manage residential properties exclusively. DND = Did not disclose. Project mgmt. = Project management. Tenant rep. = Tenant representation. Dev. = Development. Invest. = Investment.
 (1) Formerly Griffin Land and Nurseries Inc.
 (2) Formerly Edens & Avant.
 (3) New headquarters moved from Rocky Hill to Glastonbury, effective Sept. 1, 2016.
 (4) Also, community association management.
 —Compiled by Stephanie R. Meagher.

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Largest 2016 commercial property sales in Greater Hartford (1)

(Ranked by sales price)

Rank	Property	Sales price	Square feet	Buyer	Seller	Buyer's broker/ Seller's broker
1	200 Old Iron Ore Road Windsor	\$105,500,000	1,017,517	Deka Immobilien	Prologis JV Norges Bank	Colliers International; Savills Studley CBRE/NE
2	Squire Village Apartments, 72 Spencer St. Manchester	\$70,000,000	NA (2)	Jonathan Rose Cos. JV TIAA-CREF	Squire Village Associates	Marcus & Millichap Marcus & Millichap
3	Hawthorne At Gillette Ridge, 2 Francis Way Bloomfield	\$52,000,000	NA (3)	White Eagle Property	Fairfield Residential JV Bouwfonds IM	IPA, a division of Marcus & Millichap IPA, a division of Marcus & Millichap
4	Chestnut Hill Apartments, 5 Town Colony Drive Middletown	\$47,000,000	NA (4)	Hampshire Properties	Equus Capital Partners	NA IPA, a division of Marcus & Millichap
5	Northwoods Apartments, 1 Dove Lane Middletown	\$46,400,000	NA (5)	Hampshire Properties	Equus Capital Partners	NA IPA, a division of Marcus & Millichap
6	Shops at Somerset Square, 120-170 Glastonbury Blvd. Glastonbury	\$42,000,000	114,000	Rouse (Brookfield)	HB Nitkin Group	NA Newmark Grubb Knight Frank
7	Shops at Nod Brook, 315 W. Main St. Avon	\$29,000,000	94,113	Wilder Cos JV Principal RE Investors	Midwood Management	NA HFF
8	Somerset Square, 140 Glastonbury Blvd. Glastonbury	\$26,600,000	112,414	Katz Properties	TA Realty	NA Newmark Grubb Knight Frank
9	Newington Business Center, 475 Willard Ave. Newington	\$22,400,000	614,600	Barry Friedman	Hampshire Cos.	NA NA
10	Westgate Apartments, 1248-1260 Farmington Ave. West Hartford	\$21,044,528	NA (6)	John Buckley	Solomon Organization JV Silverman Group	NA CBRE/NE
11	Fox Hill, 168 Fox Hill Lane Enfield	\$20,500,000	NA (7)	Navarino Capital Management LLC	Equity Residential	Marcus & Millichap Marcus & Millichap
12	Briar Knoll, 401-89 Talcotville Road Vernon	\$18,500,000	NA (8)	Navarino Capital Management LLC	Equity Residential	Marcus & Millichap Marcus & Millichap
13	Cromwell Commons, 136 Berlin Road Cromwell	\$16,700,000	113,663	Nugent Organization	Mark Breiner	NA NA
14	Colonial & Rivermead, 359 High St. East Hartford	\$14,820,000	NA (9)	RHP Properties	FollettUSA	NA NA
15	Former Hallmark Distribution Center, 25 Bacon Road Enfield	\$12,500,000	1,000,000	Winstanley Enterprises	Hallmark Cards Inc.	NA CBRE/NE
16	Springhill Suites, 225 Ella Grasso Turnpike Windsor Locks	\$12,000,000	NA (10)	Archgrove Hospitality	Commonwealth Hotels	NA NA
17	High Meadow, 110 Jobs Hill Road Ellington	\$11,000,000	NA (11)	Navarino Capital Management LLC	Equity Residential	Marcus & Millichap Marcus & Millichap
18	Woodbridge-Newington, 83 Main St. Newington	\$8,500,000	NA (12)	Navarino Capital Management LLC	Equity Residential	Marcus & Millichap Marcus & Millichap
19	The Packard, 755 Farmington Ave. West Hartford	\$7,950,000	NA (13)	Packard Apartments LLC	755 Farmington Ave. WH LLC	Marcus & Millichap Marcus & Millichap
20	UConn Health, 117 Albany Turnpike Canton	\$7,676,491	17,782	Roebeling Investment Co.	Sard Realty V LLC	Marcus & Millichap Marcus & Millichap
21	4 Craftsman Road East Windsor	\$7,400,000	121,455	Industrial Property Trust	Craftsman Realty LLC	NA NA
22	Bradford Commons, 1518-1570 Willard Ave. Newington	\$6,500,000	NA (14)	Navarino Capital Management LLC	Equity Residential	Marcus & Millichap Marcus & Millichap
23	520 Saybrook Drive Middletown	\$5,760,749	33,482	HTA (REIT)	Seavest	NA NA
24	Park Place West, 158 Newington Road West Hartford	\$5,500,000	NA (15)	NA	Luzern Associates LLC	NA Marcus & Millichap
25	149-217 Wethersfield Ave. Hartford	\$5,300,000	NA (16)	Jonathan Hook, Menachem Meisner	Park Property Management	NA United Multi Family

Source: CBRE/New England (special thanks to Justice Harrison), news reports, and municipal assessors' offices.
NA = Not available or not applicable.
(1) Data available for sales from Jan. 1 through Oct. 31.

(2) 374 units.
(3) 246 units.
(4) 314 units.
(5) 336 units.
(6) 186 units.
(7) 168 units.
(8) 150 units.
(9) 462 units.
(10) 119 units.
(11) 100 units.
(12) 73 units.
(13) 74 units.
(14) 64 units.
(15) 63 units.
(16) 135 units.

—Compiled by Stephanie R. Meagher.



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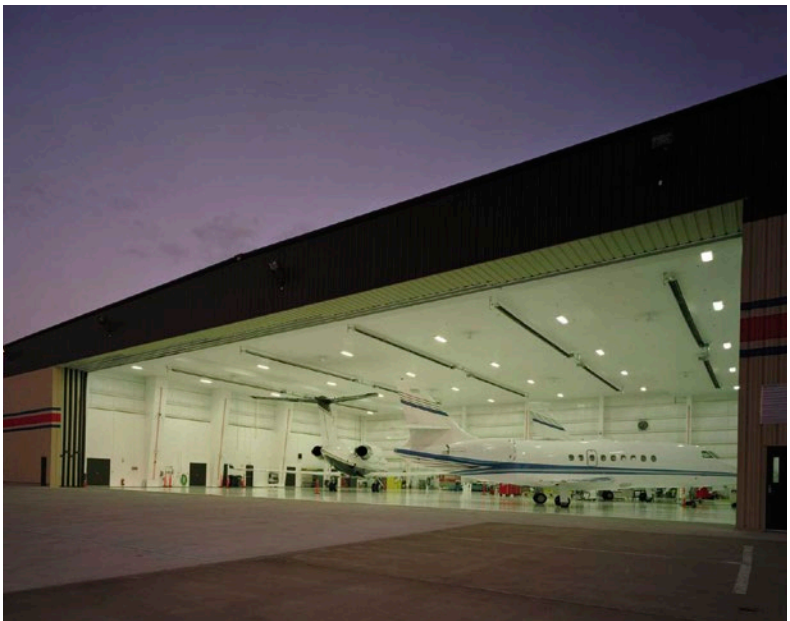
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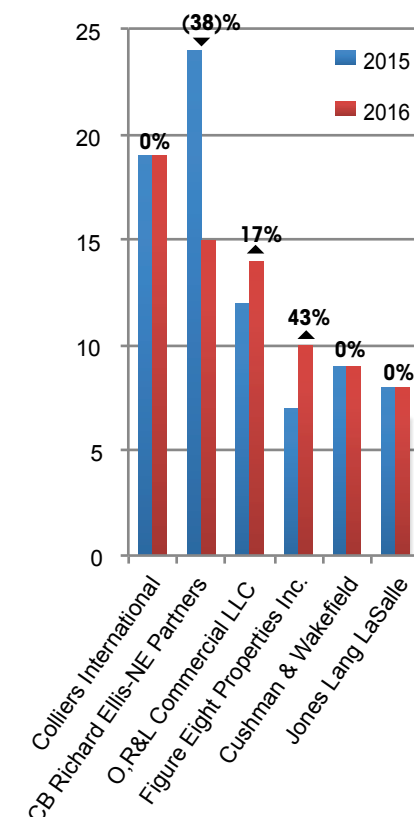
Largest commercial real estate brokers in Greater Hartford

(Ranked by commercial volume of local office in 2015)

Rank	Company	2015 commercial volume of local office	Local licensed brokers	2015 local sales transactions/ Total sq. ft.	2015 local lease transactions/ Total sq. ft.	Head of local office	Year founded locally
1	CB Richard Ellis-NE Partners 185 Asylum St., 31st Floor Hartford, CT 06103 860-525-9171 www.cbre.com	\$398,490,013	15	44 2,784,726	271 3,108,635	Jeffrey M. Livingston Managing director & partner	1968
2	Jones Lang LaSalle 90 State House Square Hartford, CT 06103 860-241-0100 www.jll.com	\$375,000,000	8	5 1,640,000	82 1,610,000	Jim Tierney Managing director, New England	1992
3	Cushman & Wakefield 280 Trumbull St. Hartford, CT 06103 860-249-0900 cushmanwakefield.com	\$352,000,000	9	7 314,714	68 880,793	Joseph Fallon New England market leader	1984
4	Colliers International 864 Wethersfield Ave. Hartford, CT 06114 860-249-6521 colliers.com/hartford	\$175,000,000	19	40 2,700,000	139 2,000,000	Nicholas Morizio President	1941
5	O,R&L Commercial LLC 2340 Silas Deane Highway Rocky Hill, CT 06067 860-721-0033 orlcommercial.com	\$125,500,000	14	28 620,771	148 767,422	Jay L. Morris Managing partner	1997
6	Figure Eight Properties Inc. 433 South Main St., Suite. 328 West Hartford, CT 06110 860-313-5400 f8properties.com	\$27,675,000	10	3 54,000	56 212,000	Harris Simons Jeff Digel Principals	2014
7	New England Retail Properties Inc. 150 Hartford Ave. Wethersfield, CT 06109 860-529-9000 newenglandretail.com	\$17,655,375	4	4 165,000	36 1,970,600	Mark C. D'Addabbo, President Matt Halprin, VP	1987
8	Reno Properties Group LLC 170 Pane Road Newington, CT 06111 860-666-7400 reno-properties.com	\$17,500,000	5	11 1,080,000	30 236,250	Dan Garofalo Principal	2003
9	RLM Co. 10 N. Main St. West Hartford, CT 06107 860-236-1253 www.rlmco.com	\$10,450,000	1	2 16,475	86 96,231	Mike Mahoney Owner	1945
10	The Windsor Management Co. 58A Connecticut Ave. South Windsor, CT 06074 860-688-1738 windsormgmt.com	\$5,569,000	1	0 0	31 171,000	Donald A. McLaughlin President	1983
11	Litsky Associates 10 Windham Drive Simsbury, CT 06070 860-658-5203	\$5,460,000	1	NA NA	27 120,500	Eric Litsky CEO	1990
12	National Realty Advisors LLC 349 Valley St., Suite 1 Willimantic, CT 06226 877-672-3847 nradvisors.net	\$2,750,000	2	3 377,000 (1)	6 44,000	David J. Mieczynski, Broker Jeff Streett, Partner	2008

Source: Each broker via survey. Note: NA = Not applicable or not available.
(1) Figure does not include land.
—Compiled by Stephanie R. Meagher.

Most local licensed professional commercial real estate brokers



	2015	2016	% change
Colliers International	19	19	0%
CB Richard Ellis-NE Partners	24	15	-38%
O,R&L Commercial LLC	12	14	17%
Figure Eight Properties Inc.	7	10	43%
Cushman & Wakefield	9	9	0%
Jones Lang LaSalle	8	8	0%

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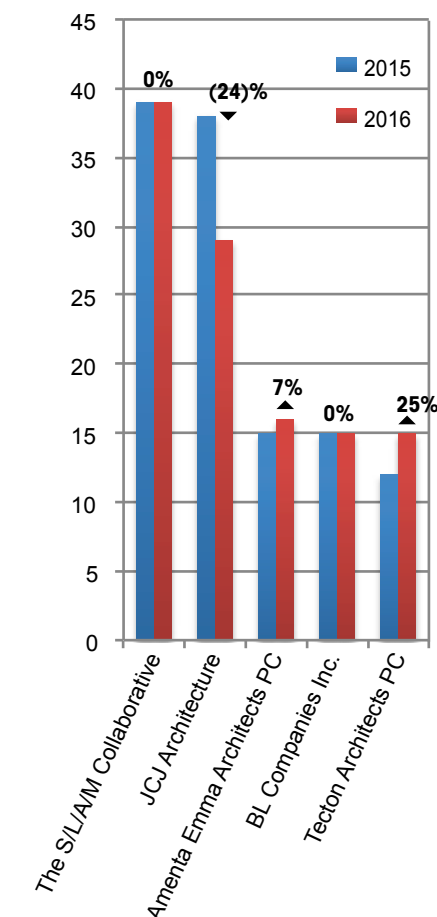


Largest architecture firms in Greater Hartford

(Ranked by number of local licensed architects as of May 2016)

Rank	Company	Licensed architects/ Interior designers	Total local employees	Principal(s)	Specialties	One current, noteworthy project	Year founded locally
1	The S/L/A/M Collaborative 80 Glastonbury Blvd. Glastonbury, CT 06033 860-657-8077; www.slamcoll.com	39 8	143	Robert F. Pulito Steven W. Ansel James McManus	Architecture, planning, interior design, landscape architecture and site planning, structural engineering and construction	The Hartford, corporate headquarters renovation, Hartford	1976
2	JCJ Architecture 120 Huyshope Ave., Suite 400 Hartford, CT 06106 860-247-9226; www.jcj.com	29 8	79	Peter N. Stevens James E. LaPosta Jr.	Architecture, interior design and planning services	Hartford Downtown North development	1936
3	Amenta Emma Architects PC 242 Trumbull St. Hartford, CT 06103 860-549-4725; www.amentaemma.com	16 1	35	Anthony J. Amenta Robert A. Emma	Architecture, interior design and planning services for corporate, education, healthcare, mixed-use, retail, senior-living and multi-family projects	165 Capitol Ave. renovations and new parking garage, Hartford	1985
4	BL Companies Inc. 355 Research Parkway Meriden, CT 06450 203-630-1406; www.blcompanies.com	15 4	150	Carolyn Stanworth	Architecture, landscape architecture, land surveying, planning, structural engineering	Jordan's Furniture, New Haven	1986
4	Tecton Architects PC 1 Hartford Square West Hartford, CT 06106 860-548-0802; www.tectonarchitects.com	15 5	52	Ted Cutler Jeff Wyszynski	Corporate, health care, science and technology, academic, retail/destination, public safety	Hartford Hospital Center for Education, Simulation & Innovation	1979
6	Clohesy Harris & Kaiser 573 Hopmeadow St. Simsbury, CT 06070 860-651-3777; www.chkarch.com	12 9	31	James G. Harris Richard J. Kaiser	Commercial office buildings and interiors, religious buildings, car dealerships, industrial, medical offices	Pratt & Whitney world headquarters and engineering-office building, East Hartford	1987
7	Crosskey Architects 1 Union Place Hartford, CT 06103 860-724-3000; www.crosskey.com	10 3	34	William W. Crosskey II	Multi-family housing, historic preservation, interior design, health care	Redevelopment of Bowles Park, Hartford	1984
7	Tai Soo Kim Partners One Hartford Square West 146 Wyllis St., Suite 1-203 Hartford, CT 06106 860-547-1970; www.tskp.com	10 2	28	Tai Soo Kim T. Whitcomb Iglehart	Educational, cultural, civic, corporate, mixed-use development	Colt Fire Arms complex restoration, Hartford	1970
9	Kaestle Boos Associates Inc. 416 Slater Road New Britain, CT 06050 860-229-0361; www.kba-architects.com	9 1	47	Charles W. Boos Michael J. Blessing	Architecture, landscape architecture, structural engineering, interior design	Naugatuck High School renovation	1963
9	Moser Pilon Nelson Architects LLC 30 Jordan Lane Wethersfield, CT 06109 860-563-6164; www.mpn-arch.com	9 1	17	James D. Bell	Education, health care, athletic facilities, office buildings, religious facilities	New Manufacturing Technology Center at Asnuntuck Community College, Enfield	1980
9	Quisenberry Arcari Architects LLC 318 Main St. Farmington, CT 06032 860-677-4594; www.qa-architects.com	9 1	23	David Quisenberry Thomas P. Arcari Rusty Malik	Educational, municipal, senior centers, health care, public housing and residential-architectural design	Newtown Community & Aquatic Center	2002
12	Friar Associates Inc. 281 Farmington Ave. Farmington, CT 06032 860-678-1291; www.friar.com	8 9	20	Glenn S. Yeakel Michael A. Sorano Robert W. Roach	Architecture, mechanical, electrical, plumbing and fire protection engineering and master planning	Two Rivers High School, Bloomfield	1974
13	Phase Zero Design 8 Wilcox St. Simsbury, CT 06070 860-264-1624; www.phasezerodesign.com	6 2	44	Matthew D. Wittmer James R. Kimball Jr.	Corporate, higher education, hospitality, residential, retail	Quarry Walk, Oxford	2009
14	ID3A 655 Winding Brook Drive Glastonbury, CT 06033 860-657-2500; www.id3architecture.com	5 2	12	Stevanie Demko Kathyann Cowles	Architecture, interior design and planning	UConn Law School Campus Center, Hartford	2011
14	Jacunski Humes Architects LLC 15 Massirio Drive, Suite 101 Berlin, CT 06037 860-828-9221; www.jharchitects.net	5 0	9	W. Albert Jacunski Brian W. Humes	Police stations, educational facilities, fire stations, public safety, religious, medical, exterior restoration	New police headquarters, Stamford	1996

How the top 5 fared: Local licensed architects



	2015	2016	% change
The S/L/A/M Collaborative	39	39	0%
JCJ Architecture	38	29	-24%
Amenta Emma Architects PC	15	16	7%
BL Companies Inc.	15	15	0%
Tecton Architects PC	12	15	25%

Continued on page 58



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▶ Continued from page 56

Largest architecture firms in Greater Hartford

(Ranked by number of local licensed architects as of May 2016)

Rank	Company	Licensed architects/ Interior designers	Total local employees	Principal(s)	Specialties	One current, noteworthy project	Year founded locally
14	MBH Architecture LLC 433 S. Main St., Suite 301 West Hartford, CT 06110 860-521-1400; www.mbharchitecture.com	5 3	25	Michael B. Herlands Nicholas P. Michnevitz III	Architecture, interior design and master planning, corporate, health care, science technology, assisted living, senior living, light industrial	Veterans Landing, the nation's first assisted-living housing for veterans, Newington	1973
14	Smith Edwards McCoy Architects 100 Allyn St., 4th Floor Hartford, CT 06103 860-560-6000; www.semarchs.com	5 0	9	Tyler Smith Jared I. Edwards Kent McCoy	Adaptive re-use, historical preservation and restoration, educational facilities, museums, community and commercial facilities	West Middle School, Hartford	1977
18	AE Design Group (1) 40 N. Main St. Southington, CT 06489 860-621-9348; www.aedesign.com	2 1	5	Joseph S. Eddy	Commercial, health care, medical-practice design, interiors, industrial, hospitality, consulting, expert witness	St. Francis Hospital and Medical Center, clinical laboratory, Hartford	1983
18	FLB Architecture & Planning Inc. 19 Silver Lane East Hartford, CT 06118 860-568-4030; www.flbarch.com	2 2	5	Alan F. Lamson Jeffrey Burkhardt	Commercial, retail, religious institutions, education, office, restaurants, multi-family residential, land-use planning and zoning	The Broadleaf multi-family residential, Manchester	1967
20	Sevigny Architects LLC 11 Catchfly Pointe East Haddam, CT 06423 860-525-6757; sevignyarchitects.com	1 1	1	Ray Sevigny	Health care, education, libraries, interiors, theaters, multi-family residential	Central Hartford Public Library, Hartford	1986

Architecture firms with the most interior designers

Clohesy Harris & Kaiser ... 9

Friar Associates Inc. 9

JCJ Architecture 8

The S/L/A/M Collaborative 8

Tecton Architects PC 5

Source: Each firm via survey. Note: Fletcher-Thompson Inc. closed its Hartford office and now only maintains a presence in Bridgeport.
(1) Data from Aug. 2015 survey.
—Compiled by Stephanie R. Meagher.



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Commercial contractors in Greater Hartford

(Ranked by number of local employees as of September 2016)

Rank	Company	No. local employees/ Total employees	Revenue 2015	Largest 2015 job in CT/ Value	Services offered	Chief executive/ Title
1	A/Z Corp. 242 Trumbull St., 2nd Floor Hartford, CT 06103 860-400-2420; www.a-zcorp.com	374/ 452	\$233,995,137	Mohegan Sun Earth Tower, Uncasville/ \$90,065,907	Design, construction and maintenance	Perry K. Lorenz President & CEO
2	O & G Industries Inc. 207 Main St. Suite 200 Hartford, CT 06106 860-489-9261; www.ogind.com	105/ 700	\$400,000,000	CREC Academy of Aerospace & Engineering, Windsor, CT/ \$77,200,000	Construction management, general contracting, building construction and renovation and program management	David Oneglia President
3	KBE Building Corp. 76 Batterson Park Road Farmington, CT 06032 860-284-7400; www.kbebuilding.com	100/ 120	\$271,355,134	Harry and Jeanette Weinberg Campus, Jewish Senior Services, Bridgeport/ \$78,400,000	Preconstruction, estimating, construction management, design-build, general contracting, building-information modeling, safety and quality control	Mike Kolakowski President, CEO & principal
4	All State Construction Inc. 449 Cooke St., P.O. Box 805 Farmington, CT 06034 860-678-0678; www.allstateconstruction-inc.com	80/ 80	\$15,141,920	Sacred Heart University residence hall, Fairfield/ \$3,700,000	Specialty contractor focusing on design and construction of general, mechanical and civil projects	Richard Pare President
5	Bartlett Brainard Eacott Inc. 70 Griffin Road South Bloomfield, CT 06002 860-242-5565; www.bbeinc.com	75/ 76	\$125,000,000	CREC Museum Academy, Bloomfield/ \$46,000,000	Construction management, general contracting and design-build	James H Eacott, III President
6	Gilbane Building Co. 208A New London Turnpike Glastonbury, CT 06033 860-368-5100; www.gilbaneco.com	74/ 2,677	\$4,500,000,000	Enfield High School, Enfield/ \$89,765,000	Construction and facilities-related services, from pre-construction planning and integrated consulting to construction	John Hawley Vice president
7	FIP Construction Inc. 1536 New Britain Ave. Farmington, CT 06032 860-470-1800; fipconstruction.com	70/ 70	\$150,000,000	Morgan High School, Clinton/ \$52,000,000	Construction management, general contracting, design-build and owner representative	William Gartland Hardy President & CEO
8	Network Interiors Inc. 55 Robert Jackson Way Plainville, CT 06062 860-793-1188; www.network-interiors.com	55/ 55	\$9,470,800	Woodruff Family YMCA, Milford/ \$1,055,000	Commercial metal framing, drywall and general contracting	Melissa C. Sheffy President
9	Downes Construction Co. LLC 200 Stanley St., P.O. Box 727 New Britain, CT 06050 860-229-3755; www.downesco.com	50/ 50	\$150,000,000	East Hampton High School, East Hampton/ \$52,000,000	Construction management, design-build and general contracting	Joseph N. Desautel Jr. CEO
10	Newfield Construction Inc. 225 Newfield Ave. Hartford, CT 06106 860-953-1477; www.newfieldconstruction.com	50/ 50	\$100,000,000	Housatonic Community College, Lafayette Hall, Bridgeport/ \$30,000,000	Construction management, general contracting and design-build for schools, corporate, health care, senior living, multi-family housing and industrial	Damien Davis President
11	PDS Engineering & Construction Inc. 107 Old Windsor Road Bloomfield, CT 06002 860-242-8586; www.pdsec.com	48/ 48	\$54,633,194	N/A	Construction management, general contracting and design-build	Ronald Edward Jodice President
12	HAKS Engineers PC 101 Centerpoint Road, Suite 201 Middletown, CT 06441 860-632-5155; www.haks.net	45 (1)/ 649	N/A	N/A	Construction management, inspection, engineering, materials testing, architecture and land surveying	Husam Ahmed Chairman & CEO
13	The Associated Construction Co. 1010 Wethersfield Ave., Suite 206 Hartford, CT 06114 860-296-4114; www.accgc.com	40/ 45	\$33,100,000	The Tannery, Glastonbury/ \$46,000,000	Construction management and general contracting	Joseph D. Jankowski President
14	Consigli Construction Co. Inc. 100 Allyn St. Hartford, CT 06103 860-741-9850; www.consigli.com	35/ 850	\$915,000,000	Sacred Heart University, College of Health Professions, Bridgeport/ \$52,035,099	Pre-construction, lean practices, information modeling, quality control, LEED, sustainability and self-performance capabilities	Anthony Consigli CEO
15	STVIDPM (2) 280 Trumbull St. Hartford, CT 06103 860-882-5610; www.dpm-inc.com	25/ 1,900	N/A	Sandy Hook School, Newtown/ \$50,000,000	Construction administration, owner's project management, move management and logistics, administration of furniture, fixtures and equipment	Milo Reverso President
16	C.S. Margison Inc. 28 Round Hill Road, P.O. Box 948 Farmington, CT 06034 860-676-0604; www.csmargison.com	18/ N/A	\$18,500,000	Sister's of St. Joseph residence, West Hartford/ \$4,200,000	General contracting and construction management	Douglas Margison President
17	LICO Group Corp. 1 Carriage House Business Center Manchester, CT 06040 860-533-2522; www.licogroup.com	10/ 10	\$10,000,000	Fenn-Woode Apartments renovations for CTfastrak, Newington/ \$8,000,000	Construction, program management, general contracting, joint-venture partnerships, multi-family and healthcare facilities (3)	Brian Liistro President & CEO

Source: Each company via survey. Note: This list includes only construction managers or general contractors who attend projects on-site daily and who have bonding. N/A = Not available.

(1) Figure from 2015 survey.

(2) Formerly Diversified Project Management.

(3) Includes pre-construction, construction management, new construction and renovations.

—Compiled by Stephanie R. Meagher.

Largest single-family home sales in Connecticut

(Ranked by sales price, 2016)

Rank	Address	Sales price	Sale date	Days on market	Bedrooms	Full baths	Half baths
1	17 Rocaton Road Darien 06820	\$17,775,000	August 22	50	5	4	1
2	107 Indian Head Road Greenwich 06878	\$16,250,000	September 16	365	5	8	3
3	46 Byram Drive Greenwich 06830	\$14,000,000	March 1	410	6	5	2
4	26 Giles Hill Road Redding 06896	\$13,600,000	March 17	503	7	9	3
5	141 Long Neck Point Road Darien 06820	\$11,500,000	January 15	180	5	7	2
6	94 Field Point Circle Greenwich 06830	\$10,750,000	February 16	210	4	7	1
7	7 Old Round Hill Lane Greenwich 06831	\$10,442,990	June 20	NA	7	9	2
8	8 Seagate Road Greenwich 06878	\$9,250,000	April 29	130	4	5	NA
9	35 Byram Shore Road Greenwich 06830	\$8,900,000	September 9	110	4	6	1
10	75 Conyers Farm Drive Greenwich 06831	\$8,838,000	March 17	NA	7	9	2
11	55 Beachside Ave. Westport 06880	\$8,800,000	April 7	NA	6	6	NA
12	465 Field Point Road Greenwich 06830	\$8,600,000	January 5	240	7	9	2
13	15 Andrews Road Greenwich 06830	\$7,750,000	July 14	35	6	11	4
14	636 Lake Ave. Greenwich 06831	\$7,350,000	January 26	180	4	7	1
15	4 Cliffdale Road Greenwich 06831	\$7,250,000	June 15	45	6	11	2

Source: Broker websites. Note: NA = not available.

—Compiled by Stephanie R. Meagher.

Largest single-family home sales in Greater Hartford

(Ranked by sales price, 2016)

Rank	Address	Sales price	Sale date	Days on market	Bedrooms	Full baths	Half baths
1	217 Deercliff Road Avon 06001	\$2,500,000	May 6	445	5	7	1
2	55 Bishop Lane Avon 06001	\$2,275,000	October 4	446	7	7	2
3	3 Olcott Way Farmington 06032	\$1,650,000	October 14	578	5	7	2
4	533 Deercliff Road Avon 06001	\$1,625,000	August 23	145	4	6	2
5	4 Olcott Way Farmington 06032	\$1,600,000	June 6	504	4	6	2
6	3 Brighton Way Farmington 06032	\$1,530,000	March 18	572	6	8	2
7	15 Wellesley Court Avon 06001	\$1,500,000	June 29	239	5	8	2
8	60 Reverknolls Avon 06001	\$1,390,000	May 31	736	5	5	1
9	6 Atwater Terrace Farmington 06032	\$1,315,000	May 31	254	5	7	1
10	64 Far Hills Drive Avon 06001	\$1,300,000	October 7	134	5	6	2
11	Country Club Drive, Lot 1 Farmington 06032	\$1,250,000	February 1	780	4	4	1
12	17 Parker Road Avon 06001	\$1,225,000	September 26	158	5	9	2
13	63 Westland Road Avon 06001	\$1,200,000	August 1	91	5	8	2
14	52 Princeton Avon 06001	\$1,187,681	June 30	140	5	10	5
15	7 Brighton Way Avon 06001	\$1,050,000	August 15	283	5	7	3

Source: Broker websites. NA = not available.

—Compiled by Stephanie R. Meagher.

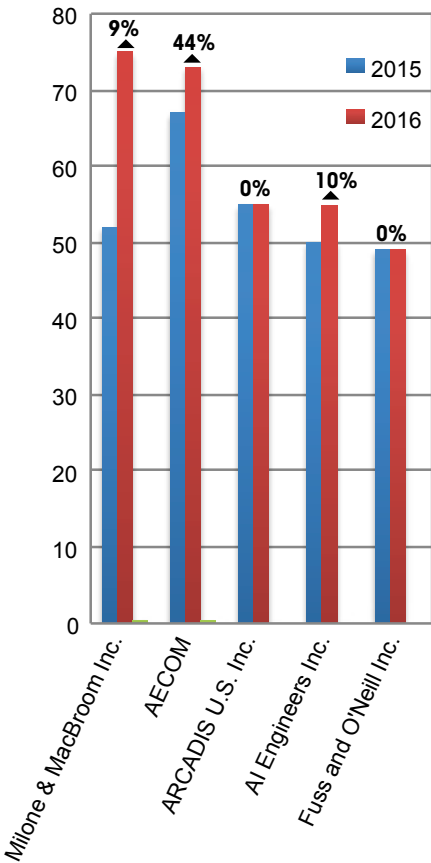


Largest engineering firms in Greater Hartford

(Ranked by number of local licensed engineers as of October 2016)

Rank	Firm	Local lic. engineers/					One current, noteworthy project	Top Conn. executive(s)	Year founded
		Total employees	Ind. Mech.	Elec. Civil	Geo. Enviro.	Waste. Struct.			
1	Milone & MacBroom Inc. 99 Realty Drive Cheshire, CT 06410 203-271-1773; www.mminc.com	75 150	N N	N Y	N Y	Y Y	MADOT, I-91 viaduct study, Springfield, Mass.	John M. Milone	1984
2	AECOM 500 Enterprise Drive, Suite 1A Rocky Hill, CT 06067 860-571-8928; www.aecom.com	73 80,000 (1)	Y Y	Y Y	Y Y	Y Y	Construction-engineering inspection services for the reconstruction of the I-91/I-95/Route 34 interchange	Karl Brazauskas	1990
3	ARCADIS U.S. Inc. 213 Court St., Suite 700 Middletown, CT 06457 860-503-1500; www.arcadis-us.com	55 28,000	N N	N N	N Y	Y N	CTfastrak program	Roy J. Cooper	1888
4	AI Engineers Inc. 919 Middle St. Middletown, CT 06457 860-635-7740; www.aiengineers.com	55 170	N Y	Y Y	N N	Y Y	ConnDOT Waterbury Bus Maintenance Facility, Watertown	Abul Islam	1991
5	Fuss and O'Neill Inc. 146 Hartford Road Manchester, CT 06040 860-646-2469; www.fando.com	49 262	Y Y	Y Y	Y Y	Y Y	CTfastrak Main Street overpass, New Britain	Peter H. Grose	1924
6	Vanasse Hangen Brustlin Inc. (VHB) 100 Great Meadow Road Wethersfield, CT 06109 860-807-4300; www.vhb.com	45 1,250	N N	N Y	N Y	N Y	Coltsville Corridor Streetscape improvements, Hartford	Gordon Daring	1979
7	BL Companies Inc. 355 Research Parkway Meriden, CT 06450 203-630-1406; www.blcompanies.com	45 250	N Y	Y Y	N Y	Y Y	Jordan's Furniture, New Haven	Carolyn Stanworth	1986
8	BVH Integrated Services PC 50 Griffin Road Bloomfield, CT 06002 860-286-9171; www.bvhis.com	30 120	N Y	Y Y	N N	N Y	Pratt & Whitney global headquarters and engineering facility, East Hartford	James W. Ohlheiser	1958
9	CDM Smith 111 Founders Plaza, Suite 1600 East Hartford, CT 06108 860-529-7615; www.cdmsmith.com	26 5,000 (2)	N Y	Y Y	Y Y	Y Y	Program management for MDC combined sewer overflow abatement program, statewide	Larry J. Murphy	1947
10	BETA Group 1010 Wethersfield Ave. Hartford, CT 06114 860-513-1503; www.BETA-Inc.com	23 145	N N	N Y	N Y	Y Y	Designer of record for Bushnell Park North, Hartford	Najib O. Habesch	1982
11	van Zelm Heywood & Shadford Inc. 10 Talcott Notch Farmington, CT 06032 860-284-5064; www.vanzelm.com	20 90	N Y	Y N	N N	N N	Harvard University, Allston Science & Engineering Center, Boston, MA	Thomas A. Wunder	1930
12	CME Associates Inc. 333 E. River Drive, Suite 400 East Hartford, CT 06108 860-290-4100; www.cmeengineering.com	19 62	N N	N Y	N Y	N Y	I-91 interchange with Route 15 North and I-84 design improvements, Hartford	P. Bradford Cheney	1973 (3)
13	HNTB Corp. 1344 Silas Deane Highway, Suite 501 Rocky Hill, CT 06067 860-257-7377; www.hntb.com	17 3,718	N Y	Y Y	Y Y	N Y	Hartford Line Rail Corridor high-speed rail program rail systems and structural design	Carrie Rocha	1914
14	Loureiro Engineering Associates Inc. 100 Northwest Drive Plainville, CT 06010 860-747-6181; www.loureiro.com	16 130	Y Y	Y Y	Y Y	Y Y	Redevelopment of the former Stratford army engine plant	Jeffrey J. Loureiro Brian Cutler	1975
15	Consulting Engineering Services 811 Middle St. Middletown, CT 06457 860-632-1682; www.cesct.com	16 95	N Y	Y N	N N	N N	New Haven Academy, New Haven	George V. Keithan, Jr. Michael B. Walsh	1994
16	Burns & McDonnell 108 Leigus Road, Suite 1100 Wallingford, CT 06492 203-284-8590; www.burnsmcd.com	15 5,127	Y Y	Y Y	Y Y	Y Y	New England East-West Solution program CT, RI and MA	J. Brett Williams	1898
17	Freeman Companies LLC 36 John St. Hartford, CT 06106 860-251-9550; www.freemancos.com	11 36	N N	N Y	Y Y	Y N	Charter Oak Bridge Reconstruction, Hartford-East Hartford	Rohan A. Freeman	2009
18	HRP Associates Inc. 197 Scott Swamp Road Farmington, CT 06032 860-674-9570; www.hrpassociates.com	10 115	Y N	N Y	Y Y	Y Y	Historic Colt Gateway site environmental and civil services, Hartford	L. Andrew White	1982
19	Alfred Benesch & Co. (4) 90 National Drive Glastonbury, CT 06033 860-633-8341; www.benesch.com	9 20	N N	N Y	N N	N Y	Bridge rehabilitation and replacement, statewide and Massachusetts	James L. Fuda	1946
20	Haley & Aldrich Inc. (5) 100 Corporate Place, Suite 105 Rocky Hill, CT 06067 860-282-9400; www.haleyaldrich.com	8 582	Y N	N Y	Y Y	Y Y	Integrated geotechnical, environmental and geothermal services for two new residential college buildings in New Haven	John Difini	1957
21	Tighe & Bond Inc. 213 Court St., Suite 1100 Middletown, CT 06457 860-704-4760; www.tighebond.com	8 270	Y Y	Y Y	Y Y	Y Y	Puddletown hydroelectric project, Barkhamsted	Dana C. Huff	1911

How the top 5 fared: Local licensed professional engineers



	2015	2016	% change
Milone & MacBroom Inc.	52	75	44%
AECOM	67	73	9%
ARCADIS U.S. Inc.	55	55	0%
AI Engineers Inc.	50	55	10%
Fuss and O'Neill Inc.	49	49	0%

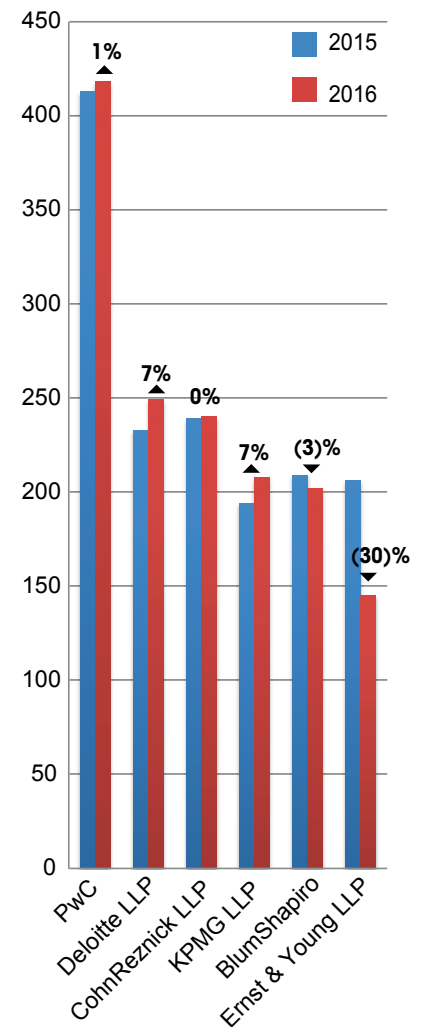
Source: Individual companies. Notes: Ind. = industrial, Mech. = mechanical, Elec. = electrical, Geo. = geotechnical, Enviro. = environmental, Waste. = wastewater, Struct. = structural.
(1) 365 employees in Greater Hartford.
(2) 60 employees in Greater Hartford.
(3) Incorporated 1986.
(4) Formerly Purcell Associates.
(5) Data are from Sept. 2015.
—Compiled by Stephanie R. Meagher.

Largest accounting firms in Greater Hartford

(Ranked by number of local certified public accountants as of October 2016)

Rank	Company	Local CPAs	Local staff	Primary services	Local managing partner(s)	Year founded
1	PwC 185 Asylum St. Hartford, CT 06103 860-241-7000; www.pwc.com	115	418	Assurance, audit, tax, advisory; specialty services include: financial services, health industries, technology, private equity, private company services, higher education, manufacturing	Keith J. Hubert	1890
2	CohnReznick LLP 350 Church St., 12th Floor Hartford, CT 06103 959-200-7000; cohnreznick.com	105	240	Accounting and auditing services including Sarbanes-Oxley/SEC/corporate governance, forensic and employee-benefit plans, tax planning and preparation, corporate tax outsourcing, mediation with tax authorities, state and local expertise, trust and estate planning and preparation	Edmund Kindelan	1919
3	Deloitte LLP 185 Asylum St. Hartford, CT 06103 860-725-3000; www.deloitte.com	80	249	Audit, tax, financial advisory and consulting	John Curran	1895
4	BlumShapiro 29 South Main St. West Hartford, CT 06107 860-561-4000; www.blumshapiro.com	77	202	Regional business advisory firm serving privately held companies, educational institutions, nonprofit organizations and government entities	Joseph A. Kask	1980
5	KPMG LLP 755 Main St. Hartford, CT 06103 860-297-3200; www.KPMG.com	69	208	Accounting, tax and advisory services	Richard P. Caporaso	1897
6	Whittlesey & Hadley 280 Trumbull St., 24th Floor Hartford, CT 06103 860-522-3111; www.whcpa.com	65 (1)	125	Auditing, accounting and financial reporting, tax planning and consulting, business advisory services, healthcare consulting, technology consulting and employee-benefit plan audits	Drew Andrews	1961
7	Marcum LLP 185 Asylum St., 17th Floor Hartford, CT 06103 860-760-0600; www.marcumllp.com	58	136	Auditing (including SEC), compilations and review, compliance audits, corporate taxes, financial services, governmental, tax, mergers, public offerings, tax representation, valuation	Michael Brooder	1997
8	McGladrey 3 Farm Glen Blvd., 1st Floor Farmington, CT 06032 860-246-2833; www.mcgladrey.com	40	DND	Assurance, tax and consulting services	Tony Ceci	1926
9	Ernst & Young LLP 225 Asylum St. Hartford, CT 06103 860-247-3100; ww.ey.com	34	145	Audit, assurance and advisory, federal, state and international tax, transaction advisory and due diligence, risk advisory	Amelia Caporale	1918
10	Crowe Horwath LLP 175 Powder Forest Drive Simsbury, CT 06089 860-678-9200; www.crowehorwath.com	27	57	Audit, tax, advisory services, risk consulting and performance consulting	Richard Buggy	1999 (2)
10	Mahoney Sabol & Co. LLP 180 Glastonbury Blvd., Suite 400 Glastonbury (3), CT 06033 860-541-2000; mahoneysabol.com	27	47	SEC, private company and municipal entity auditing, accounting, tax consulting and compliance, business and financial consulting, valuations, estate and trusts, personal financial planning, forensic accounting and representation before taxing authorities	James M. Mahoney	1990
12	Budwitz & Meyerjack PC 322 Main St. Farmington, CT 06032 860-677-8303; www.budwitzmeyerjack.com	26	34	Accounting, auditing and tax services for businesses, individuals and nonprofit organizations	Michael A. Ziebka	1971
13	Fiondella, Milone & LaSaracina LLP 300 Winding Brook Drive Glastonbury, CT 06033 860-657-3651; www.fmlcpas.com	25	54	Audit and assurance services, tax compliance and consulting, Sarbanes-Oxley and other business consulting services for public and private companies	Jeff Fiondella	2002
14	Simione Macca & Larrow 85 Wolcott Hill Road Wethersfield, CT 06109 860-529-5600; www.smlcpas.com	20	28	Accounting, tax and consulting, audits (including ESOPs), business ownership and succession planning, divorce accounting, mergers and acquisitions assistance	Carmen J. Macca	2000
15	Guilmartin, DiPiro & Sokolowski LLC 505 Main St. Middletown, CT 06457 860-347-5689; www.gdscpas.com	17	25	Accounting, auditing, business consulting, evaluation services, corporate, individual, partnership, estate and gift-tax planning, audit, review and compiled financial-statement services, nonprofit consulting, including governmental and single audits	Michael J. DiPiro Michael A. Sokolowski	1972
16	Grant Thornton LLP (4) 90 State House Square, 10th Floor Hartford, CT 06103 860-781-6700; grantthornton.com	14	55	Accounting, audit, tax, advisory services	Dana Wilson	1924

Accounting firms with largest local staff



	2015	2016	% change
PwC	413	418	1%
Deloitte LLP	233	249	7%
CohnReznick LLP	239	240	0%
KPMG LLP	194	208	7%
BlumShapiro	209	202	-3%
Ernst & Young LLP	206	145	-30%

Continued on page 64 ►



Pictured here are the firm partners: (left to right) Deborah Denno, Scott Goodwin, David Federman, Robert Lally, Katie Anderson and Wesley Barnard

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CERTIFIED PUBLIC ACCOUNTANTS

Continued from page 62

Largest accounting firms in Greater Hartford

(Ranked by number of local certified public accountants as of October 2016)


Rank	Company	Local CPAs	Local staff	Primary services	Local managing partner(s)	Year founded
16	Harper & Whitfield 314 Farmington Ave. Farmington, CT 06032 860-677-9188; www.harperwhitfield.com	14	26	Accounting and tax services for individuals and privately held companies, estate planning, business valuations and cost-segregation studies	Greg Shillo David Oleasz	1979
18	Filomeno & Company PC 80 S. Main St. West Hartford, CT 06107 860-561-0020; www.filomeno.com	12	20	Accounting and auditing, business advisory services, business valuations, business tax reduction, cost segregation studies, estates, gifts and trusts, individual wealth planning, investment planning, management services	Thomas J. Filomeno	1966
18	Sheptoff, Reuber & Co. 111 New London Turnpike Glastonbury, CT 06033 860-659-0357; www.srandco.com	12	21	Accounting, auditing, tax, business consulting, employee-benefit plan audits, estate tax and financial planning, audits for the CT state digital media and motion picture tax credit, succession planning, mergers and acquisitions	Yvonne S. Dussol	1975
20	Barron, Yanaros & Caruso PC 1160 Silas Deane Highway, Suite 301 Wethersfield, CT 06109 860-257-3900; www.byccpa.com	11	18	Accounting, tax planning and consulting for small businesses, individuals and dental and medical practices	William Barron Allan Yanaros	1988
20	Federman, Lally & Remis LLC 231 Farmington Ave. Farmington, CT 06032 860-678-7100; www.flrcpa.com	11	19	Audit, tax and consulting services for industries and individuals	David S. Federman	1991
20	Hallisey & D'Agostino LLP 540 Silas Deane Highway Wethersfield, CT 06109 860-563-8271; www.hdlppcpa.com	11	18	Accounting and financial reporting, financial statement audits, reviews and compilations, business advisory, tax planning and compliance, trusts and estates, employee-benefit plans	Paul R. D'Agostino	1972
20	Harvey & Horowitz PC 1813 Silas Deane Highway Rocky Hill, CT 06067 860-563-6443; www.hhcpas.com	11	16	Accounting, tax and financial services for closely held businesses and high-net-worth individuals including attest services, tax compliance, tax planning and consulting	David Horowitz	1987
20	Nicola, Yester & Co. P.C. 223 Eastern Blvd. Glastonbury, CT 06033 860-633-1194; www.nicola-yester.com	11	20	Accounting and auditing, business valuation, compilations and reviews, compliance audits, corporate taxation, individual taxation, international taxation, internal control systems, mergers and acquisitions, multi-state taxation, personal financial planning, succession planning, tax representation, trust, estate and gift tax	Norman J. Yester Alex S. Dziama Stephen V. Prigionieri	1986
25	GitlinCampisePrendergast LLC 836 Farmington Ave., Suite 137 West Hartford, CT 06119 860-236-5833; www.gc-cpas.com	8	14	Tax, auditing and management advisory services	Salvatore Giuliano	1952
25	Shein, Cohen, Palmer & Co. LLC CPAs 20 Tower Lane Avon, CT 06001 860-677-1000 ; www.scpco.com	8	12	Business and tax planning, small business office services, business, individual, trust and nonprofit accounting, tax-return preparation, auditing and attest services, financial-statement preparation	Gary C. Palmer	1978
27	Borgida & Co. 360 E. Center St. Manchester, CT 06040 860-646-2465; www.borgidacpas.com	7	12	Tax planning, tax preparation, tax representation, estates and trusts, closely held business accounting and consulting services	Thomas F Scanlon	1966
27	Levin, Bengtson & Smith PC 20 Waterside Drive Farmington, CT 06032 860-678-5160; www.lbscpa.net	7	15	Tax compliance and research, business consulting and valuation services, compilation, review and audited financial statements and financial planning	Steven M. Levin	1978
29	Pue, Chick, Leibowitz & Blezard LLC 76 S. Frontage Road Vernon, CT 06066 860-871-1722; www.pue-cpas.com	6	15	Business valuation, forensic accounting, litigation support, taxation, accounting, auditing, consulting	Steven R. Leibowitz Michael R. Blezard	1955
30	Castanho Financial Group LLC 1622 Main St. East Hartford, CT 06108 860-289-2777; CastanhoFinancialGroup.com	3	10	Accounting services	Carl A. Castanho	1998

Total local CPAs among 25 largest accounting firms

2015.....906
2016.....900

% Change **-0.7%**

Source: Each firm via survey. Note: DND = Did not disclose.
(1) Data are from 2015 survey.
(2) Locally.
(3) Other offices in Essex and Middletown.
(4) Relocated to Hartford from its Rocky Hill office in May 2016.
—Compiled by Stephanie R. Meagher.

A man with grey hair and a beard, wearing a white dress shirt and a dark patterned tie, is shown in profile talking on a mobile phone. The background is dark with some bokeh light effects.

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Largest manufacturing companies in Greater Hartford

(Ranked by number of local employees as of July 2016)

Rank	Manufacturer	Local employees/ Total employees	Business description	Public or private	Top local executive	Year founded
1	United Technologies Corp. 1 Financial Plaza Hartford, CT 06103 860-728-7000; www.utc.com	15,000 197,000	Provider of products and services in the aerospace, elevator, fire, security, air conditioning, building-automation as well as heating and cooling industries	Public	Gregory J. Hayes President & CEO	1929
2	Kaman Corp. 1332 Blue Hills Ave. Bloomfield, CT 06002 860-243-7100; www.kaman.com	1,200 5,300	Manufacturer of aerospace parts and components and distributor of industrial products	Public	Neal J. Keating Chairman, president & CEO	1945
3	3M Purification Inc. 400 Research Parkway Meriden, CT 06450 203-237-5541; www.3M.com	700 DND	Designer and manufacturer of purification and filtration products; provider of health-information systems	Private	Wei Moline Vice president & general manager	1902
4	Colt Defense Inc. 545 New Park Ave. West Hartford, CT 06110 860-236-6311; www.colt.com	694 (1) 790	Designer, developer and manufacturer of firearms for military, personal-defense and recreational purposes	Private	Dennis Veilleux President & CEO	1855
5	DST Customer Communications 125 Ellington Road South Windsor, CT 06074 860-290-7000; www.dstcustomercommunications.com	672 2,350	Manufacturer of transactional documents	Private	Al Tebbetts Vice president of operations	1969
6	Barnes Group Inc. 123 Main St. Bristol, CT 06010 860-583-7070; www.bginc.com	510 4,700	International, industrial and aerospace manufacturer and service provider of products used in applications for transportation, manufacturing, health care and technology	Public	Patrick J. Dempsey President & CEO	1857
7	TRUMPF Inc. (2) 111 Hyde Road Farmington, CT 06032 860-255-6000; www.us.trumpf.com	500 1,000 (3)	Manufacturer of industrial lasers and fabricating machinery for processing sheet metal	Private	Peter Hoecklin President & CEO	1969
8	Jacobs Vehicle Systems 22 E. Dudley Town Road Bloomfield, CT 06002 860-243-1441; www.jacobsvehiclesystems.com	454 558	Producer of vehicle retarding and valve actuation technologies	Public	Sergio Sgarbi President	1961
9	Henkel of America Inc. (4) 1 Henkel Way Rocky Hill, CT 06067 860-571-5100; www.henkelna.com	450 (5) 49,750	Manufacturer of consumer goods and industrial adhesives, sealants and surface treatments	Public	Jeffrey Piccolomini President	1876 (6)
10	Connecticut Spring & Stamping Corp. 48 Spring Lane Farmington, CT 06032 860-677-1341; www.ctspring.com	425 428	Manufacturer of metal springs, progressive stampings, tooling, fine blanking, Swiss and CNC machining, four-slide parts and value-added assemblies	Private	Peter Youmans CEO	1940
11	Zygo Corp. (7) Laurel Brook Road Middlefield, CT 06455 860-347-8506; www.zygo.com	275 15,000 (8)	Supplier of optical-metrology instruments, precision optics and electro-optical design and manufacturing services	Public	Keith Kowalski, VP & business unit manager Rob Beeson, VP & general manager	1970
12	Doosan Fuel Cell America Inc. 195 Governor's Highway South Windsor, CT 06074 860-727-2200; www.doosanfuelcell.com	270 (5) 283	Designer, engineer and manufacturer of fuel cells for commercial and industrial applications	Private	Jeff Chung President & CEO	2014
13	Corbin Russwin (9) 225 Episcopal Road Berlin, CT 06037 860-225-7411; www.corbinrusswin.com	200 46,796 (10)	Provider of hardware and locks for mechanical and electro-mechanical doors	Public	Dave DeLacey General manager	1839
14	Mott Corp. 84 Spring Lane Farmington, CT 06032 860-747-6333; www.mottcorp.com	178 186	Designer, manufacturer and service provider of high-precision filters and fluid-control devices that improve performance of equipment and processes	Private	Boris F. Levin President & CEO	1959
15	PCX Aerostructures LLC (11) 300 Fenn Road Newington, CT 06111 860-666-2471; pcxaero.com	148 267	Supplier of precision-aerospace machining services and provider of complex, tight-tolerance manufacturing of hard alloys and large structural air-frame assemblies	Private	Alan Haase President & CEO	1900
16	Capewell Holdings LLC 46 Nooks Hill Road Cromwell, CT 06416 860-635-2200; www.capewellaerialsystems.com	130 300	Aerial delivery and life support for the defense industry and telecommunications tools	Private	Richard Harmon Wheeler Executive president	1881
17	The Spencer Turbine Co. 600 Day Hill Road Windsor, CT 06095 860-688-8361; www.spencerturbine.com	114 114	Manufacturer of air and gas handling systems and central vacuum systems for industrial, commercial and municipal applications	Private	Mike Walther President & CEO	1892
18	Rowley Spring & Stamping Corp. 210 Redstone Hill Road Bristol, CT 06010 860-582-8175; www.rowleyspring.com	102 102	Manufacturer of springs, stampings, wireforms, fourslide, powerpress and assemblies	Private	John Dellalana President	1954
19	Nucor Steel Connecticut Inc. 35 Toelles Road Wallingford, CT 06492 203-284-0606; www.nucor.com	100 23,600	Domestic producer of steel and steel products; local producer of wire rod and mesh sheets	Public	Doug Adams General manager	1984
19	Scapa Healthcare (12) 111 Great Pond Drive Windsor, CT 06095 860-688-8000; www.scapahealthcare.com	100 1,324	Manufacturer of specialty adhesive-films and tapes for industrial and healthcare use	Public	Joseph Davin President of health care	1982
19	Theis Precision Steel Corp. 300 Broad St. Bristol, CT 06010 860-589-5511; www.theis-usa.com	100 100	High carbon and stainless specialty strip mill that performs cold rolling, hardening and tempering of high carbon and alloys	Private	Peter Gersky President	1986
22	Pegasus Manufacturing (13) 422 Timber Ridge Road Middletown, CT 06457 860-635-8811; www.pegasusmfg.com	92 20,000 (14)	Provider of tube-bending, machining and gearing of assemblies for the aerospace, defense, power generation and high-tech industries	Public	Chris DiPentima President & CEO	1989
23	Ripley Tools LLC 46 Nooks Hill Road Cromwell, CT 06416 860-635-2200; www.ripley-tools.com	70 85	Splicing, cutting, and stripping tools for the telecommunications, cable TV and utility markets	Private	Christian Festa President	1990
24	Capewell Aerial Systems LLC 105 Nutmeg Road South Windsor, CT 06074 860-610-0700; www.capewell.com	60 210	Aerial-delivery and life-support equipment for military personnel and cargo parachute air-drops	Private	Richard Harmon Wheeler CEO	1881

Source: Each manufacturer via survey. Notes: DND = Did not disclose. Alstom of Windsor sold all its energy concerns to General Electric in November 2015 and is now focused exclusively on its transport business. EDAC Technologies Corp. of Cheshire, Gerber Technology of Tolland and West Hartford's Legrand did not respond to the survey.

(1) Employee figures as of May 31, 2016.

(2) TRUMPF Inc. is the largest subsidiary of the TRUMPF Group based near Stuttgart, Germany.

(3) North American employees.

(4) North American affiliate of Henkel AG & Co. KGaA based in Germany.

(5) Employee figures from 2015 survey.

(6) Founding date for parent company.

(7) A division of Pennsylvania-based Ametek Inc. since 2014.

(8) Figure for Ametek Inc.

(9) One of 20 brands represented by ASSA ABLOY Door Security Solutions, a North American operating unit of Sweden's ASSA ABLOY.

(10) Worldwide.

(11) Formerly SPX Precision Components.

(12) Formerly Scapa Tapes North America LLC.

(13) Acquired by Missouri-based Leggett & Platt Inc. in March 2016.

(14) Worldwide figure for Leggett & Platt Inc.

—Compiled by Stephanie R. Meagher.



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Largest law firms in Greater Hartford

(Ranked by number of local attorneys as of October 2016)

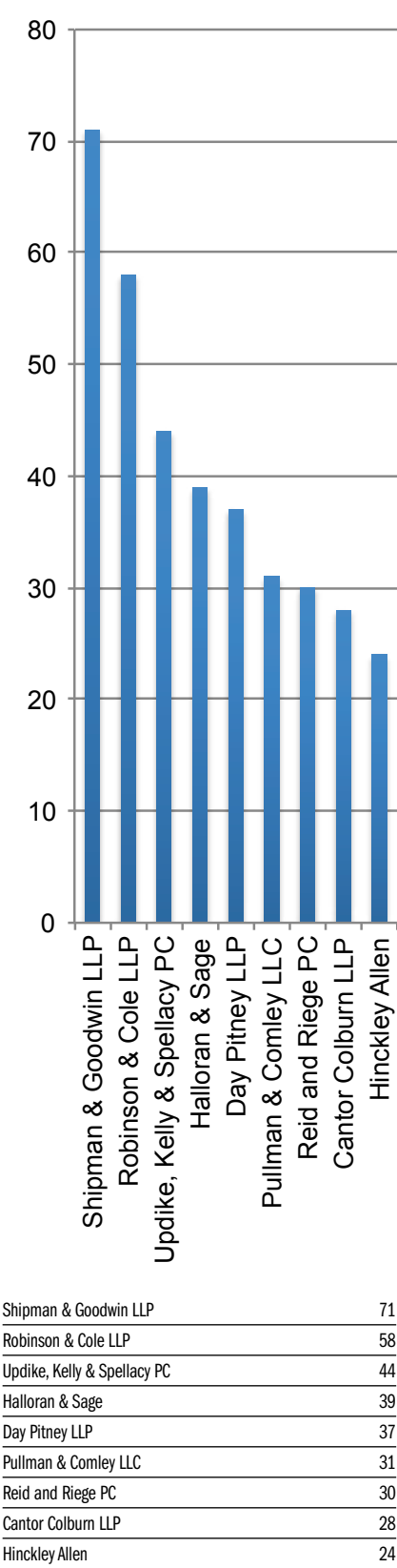
Rank	Firm	No. local attorneys/ Partners/ Associates/ Paralegals	Conn. offices/ Total	Trial law/ Appellate/ Intellectual property	Practice areas	Managing partner(s)	Year founded locally
1	Shipman & Goodwin LLP One Constitution Plaza Hartford, CT 06103 860-251-5000; www.shipmangoodwin.com	127 71 43 24	5 7	Y Y Y	Employment, environmental, bankruptcy and creditors' rights, business and finance, commercial, education, tax, government investigations and white-collar criminal defense, health care, insurance, petroleum marketing, real estate, and trusts and estates	Alan E. Lieberman	1919
2	Robinson & Cole LLP 280 Trumbull St. Hartford, CT 06103 800-826-3579; www.rc.com	121 58 37 15	3 9	Y Y Y	Employment, environmental, business transactions, finance, public finance, health care, technology, labor, immigration, tax, tax-exempt organizations, utilities, land use, real estate, construction, data privacy and security, insurance	Stephen E. Goldman	1845
3	Day Pitney LLP 242 Trumbull St. Hartford, CT 06103 860-275-0100; www.daypitney.com	71 37 24 10	5 11	Y Y Y	Employment, environmental, trusts, estates and wealth planning, insurance, public securities and finance, family office and private equity, health care, real estate, government enforcement, creditors' rights, professional liability, probate, energy and utility, data privacy	Stanley A. Twardy Jr.	1919
4	Urdike, Kelly & Spellacy PC 100 Pearl St., 17th Floor Hartford, CT 06103 860-548-2600; www.uks.com	66 44 18 11	5 5	Y Y Y	Employment, environmental, affordable housing, health care, venture capital and private equity, technology and emerging companies, energy and utilities, bankruptcy and creditor's rights, data security and privacy, third-party investigations, dispute resolution, universities, estate planning, construction, immigration, land use, municipal, public finance	John F. Wolter	1967
5	Halloran & Sage One Goodwin Square, 225 Asylum St. Hartford, CT 06103 860-522-6103; www.halloransage.com	64 39 21 4	6 7	Y Y Y	Banking, bankruptcy, commercial finance, construction, criminal defense, cybersecurity, energy and utilities, environmental and land use, health care, insurance, labor, family, military, municipal, real estate, transportation, transactional, trusts and estates	William J. McGrath Jr.	1935
6	Cantor Colburn LLP 20 Church St., 22nd Floor Hartford, CT 06103 860-286-2929; www.cantorcolburn.com	59 28 31 135	1 5	Y Y Y	Intellectual property and transactional	Michael A. Cantor Philmore H. Colburn II	1968
7	Murtha Cullina LLP CityPlace I, 185 Asylum St. Hartford, CT 06103 860.240.6000; www.murthalaw.com	48 19 14 10	3 6	Y Y Y	Bankruptcy and creditors' rights, business and finance, commercial real estate, community banking, construction, emerging companies, energy, environmental, health care, insurance recovery, labor, long-term care, municipal, renewable energy, trusts and estates	Jennifer M. DelMonico	1936
8	Pullman & Comley LLC 90 State House Square Hartford, CT 06103 860-424-4300; www.pullcom.com	43 31 12 9	4 5	Y Y Y	Employment, environmental, corporate and business, trusts and estates, health care, property valuation, lending and banking, real estate, public and commercial finance, education, municipal, energy and utilities, alternative energy, green development, family law, alternative dispute resolution	James T. Shearin	1994
9	Hinckley Allen 20 Church St. Hartford, CT 06103 860-725-6200; www.hinckleyallen.com	40 24 11 5	1 6	Y Y Y	Banking, bankruptcy, construction and public contracts, corporate, energy, environmental, finance, gaming, government investigations, health care, international, labor and employment, land use, mergers and acquisitions, privacy and data security, public finance, real estate, retail, securities, tax, trusts and estates	David J. Rubin	1906
9	Reid and Riege PC 1 Financial Plaza Hartford, CT 06103 860-278-1150; www.rriawpc.com	40 30 10 6	2 2	Y Y Y	Commercial real estate, employee benefits and pension, environmental, health care, trusts and estates, insolvency and bankruptcy, multi-employer benefit plans, nonprofit organizations	Jon P. Newton	1950
11	Rogin Nassau LLC 185 Asylum St. Hartford, CT 06103 860-256-6300; www.roginlaw.com	38 17 8 10	3 3	Y Y N	Environmental, bankruptcy and reorganization, business, corporate and commercial, health care, labor and employment, dispute resolution, trust and estates, real estate, land use, tax	Barry S. Feigenbaum Randy Kabakoff Mark A. Rosenblum	1948
12	Howd & Ludorf LLC 65 Wethersfield Ave. Hartford, CT 06114 860-249-1361; www.hl-law.com	29 14 15 NA	1 2	Y N N	Municipal, civil rights, products liability, asbestos defense, insurance defense, insurance coverage, toxic tort, workers' compensation, employment	Thomas R. Gerarde Philip T. Newbury, Jr.	1979
13	Axinn, Veltrop & Harkrider LLP 90 State House Square Hartford, CT 06103 860-275-8100; www.axinn.com	24 11 10 3	1 3	Y Y Y	Commercial and antitrust	James D. Veltrop	1997
13	Jackson Lewis PC 90 State House Square, 8th Floor Hartford, CT 06103 860-522-0404; www.jacksonlewis.com	24 15 5 4	1 56	Y Y N	Employment, affirmative-action compliance, class actions, corporate-diversity counseling, corporate governance, internal investigations, legal advice and preventive counseling, disability, leave and health management, drug testing and substance-abuse management, electronic discovery	Tanya Bovée	1994
15	McElroy, Deutsch, Mulvaney & Carpenter LLP 1 State St., 14th Floor Hartford, CT 06103 860-522-5175; www.mdmc-law.com	23 13 10 4	2 12	Y Y N	Employment, environmental, construction, commercial, labor, alternative dispute resolution, business services, real estate finance, corporate reorganization and bankruptcy, government and administration	Suzanne E. Baldasare	1983
16	Morgan, Lewis & Bockius LLP 1 State St. Hartford, CT 06103 860-240-2700; morganlewis.com	20 10 10 3	1 29	Y Y Y	Corporate, finance, restructuring, employment and benefits (1)	Jeffrey S. MacDonald	2014
17	Kroll, McNamara, Evans & Delehanty LLP 65 Memorial Road, Suite 300 West Hartford, CT 06107 860-561-7070; kmlaw.com	18 11 7 10	1 1	Y N N	Commercial and residential real estate, finance, acquisitions, dispositions, leasing and asset management, structured settlements, bankruptcy and creditors' rights, probate, personal representation, divorce, criminal defense, injury claims	Shelley A. Kroll	1994
17	O'Connell, Attmore & Morris LLC 280 Trumbull St. Hartford, CT 06103 860-548-1300; www.oamlaw.com	18 10 8 5	3 4	Y Y Y	Employment, environmental, commercial and residential real estate, divorce and family law, business representation, personal injury, insurance defense, criminal defense, estate planning, probate, tax, bankruptcy and creditors' rights	Julia B. Morris	1987
19	Rome McGuigan PC 1 State St. Hartford, CT 06103 860-549-1000; www.romemcguigan.com	14 11 1 1	2 2	Y N Y	Employment, white-collar crime, matrimonial, commercial, product-liability defense, corporate investigations, travel and tourism, international arbitration, family and divorce, health care, special needs and elder law	Joseph B. Burns	1978

Sources: Each firm via survey and their websites. Notes: Unable to confirm data for Hartford's McCarter & English LLP and DanaherLagness PC. NA = Not available or not applicable. (1) Finance is a special practice area for the Hartford office. Employment, environmental and intellectual property law are offered by other offices out-of-state and globally. —Compiled by Stephanie R. Meagher.

Law firms with the most Connecticut offices

Halloran & Sage	6
Day Pitney LLP	5
Urdike, Kelly & Spellacy PC ..	5
Shipman & Goodwin LLP ...	5
Pullman & Comley LLC	4

Law firms with the most local partners



Largest office furniture dealers in Greater Hartford

(Ranked by number of local employees as of October 2016)

Rank	Company	Local employees/ Total employees	Major brands sold	Local offices/ Total offices	Top local executive	Year founded
1	Red Thread 300 East River Drive East Hartford, CT 06108 860-528-9981; www.red-thread.com	200 475	Steelcase, National, ASI, Global, HON	4 10	Larry Levine President	1933
2	Suburban 691 High St. Middletown, CT 06457 860-854-6741; mynewdesk.com	50 50	IOF, Lorell, HON, Artopex, Compatico, Tayco	1 1	Jeremy Bourret, CEO Bob Shulman, President	2004
3	Transfer Enterprises Inc. 140 Progress Drive Manchester, CT 06042 860-645-9090; www.tedesk.com	37 37	Steelcase, Haworth, Herman Miller, Candex, Global/OTG	4 4	Matthew J. Egan President	1991
4	OFI 28 Garfield St. Newington, CT 06111 860-666-3357; www.myofi.com	36 36	Herman Miller, Nemschoff, Design Within Reach, National Office Furniture, Kimball Office	1 2	Rick Mills President	1968
5	John Watts Associates 121 Roberts St., Suite A East Hartford, CT 06108 860-528-1110; www.jwatts.com	25 25	Haworth	1 1	James Watts President	1976
6	Lyc0 Inc. Office Furniture 540 North Main St. Manchester, CT 06042 860-646-3575; www.lycoinc.com	20 21	Remanufactured Steelcase, Herman Miller, Haworth	1 2	Robert K. Lyon President	1984
7	Corporate Furniture Systems LLC 1391 Blue Hills Ave. Bloomfield, CT 06002 860-242-2811; www.corporatefurnituresystemsct.com	10 10	Remanufactured Steelcase, Herman Miller, Haworth	1 1	Chris Mateya Owner	2002
8	Now Furnishings 41 Glendale Road South Windsor, CT 06074 860-282-7322; www.nowfurnishings.com	5 5	BDI, Jesper, Elite, Via	1 1	Anthony Traister President	1989
8	Value Office Furniture Inc. 74 Park Road West Hartford, CT 06119 860-570-1390; www.valueofficefurniture.com	5 6	Candex, HON, Lesro, Office Sources	1 1	Terry Danaher President	1972

Source: Each dealer via survey.

—Compiled by Stephanie R. Meagher.



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Tara and Tony Costanzo

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Top daily newspapers in Connecticut

(Ranked by total daily circulation for the three months ending June 30, 2016)

Rank	Company	Average daily		Average Sunday		Publisher/ Title	Owner	Year established
		Total circulation	Print/ Digital (1)	Total circulation	Print/ Digital (1)			
1	The Hartford Courant and affiliate 285 Broad St. Hartford, CT 06115 860-241-6200; www.courant.com	116,112	99,069 (2) 17,043	156,882	141,753 15,129	Andrew Julien Publisher (3)	tronc Inc. (4)	1764
2	New Haven Register and affiliates 100 Gando Drive New Haven, CT 06513 203-789-5200; www.nhregister.com	48,491	43,300 (5) 5,191 (6)	60,831	55,595 (7) 5,236 (8)	Kevin Corrado Publisher	Digital First Media	1812
3	Republican-American 389 Meadow St., P.O. Box 2090 Waterbury, CT 06722 203-574-3636; www.rep-am.com	35,332	34,855 477	40,916	40,457 459	William J. Pape II Editor & publisher	American- Republican Inc.	1844
4	Connecticut Post and affiliates 410 State St. Bridgeport, CT 06604 203-333-6688; www.ctpost.com	27,867	23,314 (9) 4,553	36,737	33,375 3,362	Paul Barbetta Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1883
5	Journal Inquirer (10) 306 Progress Drive, P.O. Box 510 Manchester, CT 06045 800-237-3606; www.journalinquirer.com	25,496	25,460 36	27,921 (11)	27,885 36	Elizabeth S. Ellis Publisher	Journal Inquirer Publishing Co.	1968
6	The Day 47 Eugene O'Neill Drive, P.O. Box 1231 New London, CT 06320 860-442-2200; www.theday.com	22,866	18,595 4,271	23,673	21,458 2,215	Gary Farrugia Publisher	The Day Publishing Co.	1881
7	The News-Times 333 Main St. Danbury, CT 06810 877-542-6057; www.newstimes.com	11,541	9,313 2,228	15,649	13,447 2,202	Paul Barbetta Group publisher & president Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1883
8	The Bulletin 10 Railroad Place Norwich, CT 06360 860-887-9211; www.norwichbulletin.com	10,654 (12)	9,861 793	14,001	13,207 794	Nadine McBride Publisher	GateHouse Media Inc.	1791
9	The Advocate and affiliate 9A Riverbend Drive South, P.O. Box 9307 Stamford, CT 06907 203-324-9799; www.stamfordadvocate.com	7,486	6,518 (13) 968	9,491	9,092 399	Paul Barbetta Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1829
10	The Hour 1 Selleck St. Norwalk, CT 06855 203-354-1000; www.thehour.com	6,203 (12)	6,050 153	6,057	5,904 153	Paul Barbetta Group publisher & president Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1871
11	The Chronicle 1 Chronicle Road, P.O. Box 148 Willimantic, CT 06226 860-423-8466; www.thechronicle.com	5,051	4,677 374	6,221 (11)	5,853 368	Patrice Crosbie Publisher & president	The Chronicle Printing Co.	1877
12	New Britain Herald and affiliate 1 Court St. New Britain, CT 06051 860-255-4601; www.centralctcommunications.com/ newbritainherald	4,846 (12)	4,038 808	7,732 (14)	7,658 (14) 74 (14)	Michael E. Schroeder Editor & publisher	Central Connecticut Communications LLC	1871
13	Greenwich Time 1445 E. Putnam Ave. Old Greenwich, CT 06870 203-629-2208; www.greenwichtime.com	4,766	3,978 788	6,181	5,121 1,060	Paul Barbetta Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1877
14	The Bristol Press and affiliate 188 Main St. Bristol, CT 06010 860-584-0501; www.centralctcommunications.com/bristolpress	4,492 (12)	3,906 586	7,732 (14)	7,658 (14) 74 (14)	Michael E. Schroeder Editor & publisher	Central Connecticut Communications LLC	1871
15	The Register Citizen (15) 59 Field St., P.O. Box 58 Torrington, CT 06790 860-489-3121; www.registercitizen.com	2,741 (12)	2,360 381	2,579	2,272 307	Kevin Corrado Publisher	Digital First Media	1874

Source: Alliance for Audited Media semiannual Newspaper Snapshot report for the three months ending June 30, 2016 unless otherwise indicated.
Notes: NA = Not applicable. Daily average represents Monday-Friday unless otherwise indicated. The Record-Journal is not audited by Alliance for Audited Media and therefore not included in this list.
(1) Digital represents the number of people who subscribe to the nonprint edition of the newspaper through tablet or smartphone apps, PDF replicas, metered or restricted-access websites or e-reader editions.
(2) Includes Courant Community, formerly The Reminder News, an affiliated publication with 14,606 copies.
(3) Julien replaced Tom Wiley as of March 2016.
(4) Formerly called Tribune Publishing Co., rebranded effective June 20, 2016.
(5) Includes affiliated publications as follows: Middletown Press with 2,338 copies, Shoreline Times with 10,553 copies and Milford Bulletin with 6,017 copies.
(6) Includes Middletown Press with 396 copies.
(7) Includes affiliated publications as follows: Middletown Press with 1,832 copies and Sunday Plus with 15,952 copies.
(8) Includes Middletown Press with 388 digital copies.
(9) Includes affiliated publications as follows: Fairfield Citizen with 314 copies and Westport News with 411 copies.
(10) Data are for three months ending March 31, 2016.
(11) Figure represents average Saturday circulation; does not circulate on Sundays.
(12) Figure represents average Monday - Saturday circulation.
(13) Includes Darien News, an affiliated publication, with 128 copies.
(14) Figure represents a combined Sunday publication of the New Britain Herald and The Bristol Press.
(15) Resigned from Alliance for Audited Media July 2016. Data are for three months ending March 31, 2016.
—Compiled by Heide Martin.

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Largest insurance companies in Greater Hartford

(Ranked by number of local employees as of September 2016)

Rank	Company	Local employees	U.S. employees	Total revenue FY 2015	Services and products offered	Top local executive(s)	Year founded
1	The Travelers Cos. Inc. 1 Tower Square Hartford, CT 06183 860-277-0111; www.travelers.com	7,400 (1)	28,000 (1)	\$27,000,000,000 (1)	Property and casualty insurance	Brian W. MacLean President & CEO	1864
2	The Hartford Financial Services Group (2) 1 Hartford Plaza Hartford, CT 06155 860-547-5000; www.thehartford.com	7,000	17,400	\$18,377,000,000	Property and casualty insurance, group benefits and mutual funds	Christopher J. Swift Chairman & CEO	1810
3	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123; www.aetna.com	6,031	49,600	\$60,336,500,000	Traditional, voluntary and consumer-directed health insurance products and related services	Mark T. Bertolini Chairman & CEO	1853
4	UnitedHealth Group (UnitedHealthcare) 185 Asylum St. Hartford, CT 06103 860-702-5000; www.uhc.com	5,000	175,000	\$157,107,000,000	Medicare, commercial and individual health plans	Stephen Farrell CEO, UnitedHealthcare of New England	1974
5	Cigna Corp. 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000; www.cigna.com	4,200	39,000	\$37,876,000,000	Medical, dental, behavioral health, pharmacy, vision, supplemental benefits, plus group life, accident and disability insurance	David M. Cordani President & CEO	1792
6	Massachusetts Mutual Life Insurance Co. 100 Bright Meadow Blvd. Enfield, CT 06082 860-562-1000; massmutual.com	1,800	7,600	\$29,500,000,000	Financial products and services, life insurance, disability income insurance, long-term care insurance, annuities, retirement plans and other employee benefits	Roger W. Crandall Chairman, president & CEO	1851
6	Voya Financial (3) One Orange Way Windsor, CT 06095 855-663-8692; www.voya.com	1,800 (4)	8,500	\$11,458,200,000	Retirement, annuities, investment management, individual life, employee benefits	Rodney O. Martin Jr. Chairman & CEO Gary Baxter CIO	IPO conducted in 2013
8	Anthem Blue Cross and Blue Shield 108 Leigus Road Wallingford, CT 06492 800-922-4670; www.anthem.com	1,400	53,243	\$72,900,000,000	Medical, dental, vision, life, disability and pharmacy	Jill Rubin Hummel President	1936
9	Prudential Retirement 280 Trumbull St. Hartford, CT 06103 860-534-2000; www.prudential.com	982 (5)	20,376	\$57,100,000,000	Record keeping, administrative services, investment management, trustee services, employee investment education and communications	Christine C. Marcks President	1875
10	ConnectiCare Inc. 175 Scott Swamp Road Farmington, CT 06032 860-674-5757; www.connecticare.com	714	DND	\$1,790,921,000	Medical and dental insurance products for businesses, municipalities, individuals and those Medicare eligible	Michael Wise President	1981
11	Liberty Mutual Insurance 95 Glastonbury Blvd., Suite 204 Glastonbury, CT 06033 860-659-4111; www.libertymutual.com	492	40,197	\$37,600,000,000	Automobile, homeowners, accident, health, general liability, property, surety, workers compensation, group disability, group life, specialty lines, reinsurance, life and annuity products	David H. Long Chairman & CEO	1912
12	The Hartford Steam Boiler Inspection and Insurance Co. 1 State St., P.O. Box 5024 Hartford, CT 06102 800-472-1866; www.hsb.com	440 (6)	2,450 (7)	DND	Engineering and technical risk, equipment breakdown insurance products, other specialty coverage, related inspection services and engineering consulting	Greg Barats President & CEO	1866
13	XL Catlin 100 Constitution Plaza Hartford, CT 06104 860-246-1863; www.xlcatlin.com	350	2,324	\$10,700,000,000	Property, casualty, professional, specialty (environmental, equine, space and aviation, marine, cyber), surety, excess and surplus and reinsurance	Anthony Vidovich Global head of claims	1986
14	Nassau Reinsurance Group Holdings (Nassau Re) (8) 1 American Row Hartford, CT 06102 860-403-5000; phoenixwm.com or nsre.com	340 (9)	670 (9)	\$1,694,800,000 (10)	Life insurance and annuity products, life insurance sales and distribution, asset management, policyholder administration and reinsurance	Phillip J. Gass CEO	1851
15	Allied World Assurance Company Holdings AG (AWH) 1690 New Britain Ave., Suite 101 Farmington, CT 06032 860-284-1300; www.awac.com	257	718	\$2,546,326,000	Professional liability, management liability, health care, directors and officers, surety, property and casualty	Lynn Fletcher (11) Vice president of business development & branch manager	2001
16	Travel Insured International 855 Winding Brook Drive Glastonbury, CT 06033 800-243-3174; www.travelinsured.com	120	DND	DND	Travel insurance	Jonathan Gehris President & CEO Peter Gehris Chairman	1994
17	Amica Mutual Insurance Co. 43 Western Blvd. Glastonbury, CT 06033 800-382-6422; www.amica.com	116	3,500	\$2,102,234,855	Auto, home, marine and personal umbrella insurance	Catherine A. Franks Resident vice president	1907
18	Harvard Pilgrim Health Care 185 Asylum St. Hartford, CT 06103 860-757-6900; www.harvardpilgrim.org	20	1,211	\$2,733,898,000	Health insurance	Jason Madrak Vice president, CT market	1969

Source: Each company via survey and SEC filings.

Notes: DND= Did not disclose. Wallingford's HealthyCT is no longer selling or renewing health insurance plans. MetLife Inc., Lincoln Financial Group, Chubb Group, and IFG did not respond to the survey.

(1) Approximate.

(2) Completed acquisition of Georgia-based Maxum Specialty Insurance Group for \$168 million in cash in July 2016.

(3) Voya Financial Inc. was formerly ING U.S.

(4) Employee figures from 2015 survey.

(5) 2,707 employees statewide.

(6) Figures from 2015 survey.

(7) Worldwide figure.

(8) The Phoenix Cos. Inc. completed a \$217.2 million merger with Nassau Reinsurance Group Holdings in June 2016 making it a wholly-owned subsidiary of Nassau Re.

(9) Employee figures are the combined total for Phoenix and Nassau Re.

(10) 2015 revenue figure for Phoenix only.

(11) Succeeded Susan Chmielecki upon her retirement in 2016.

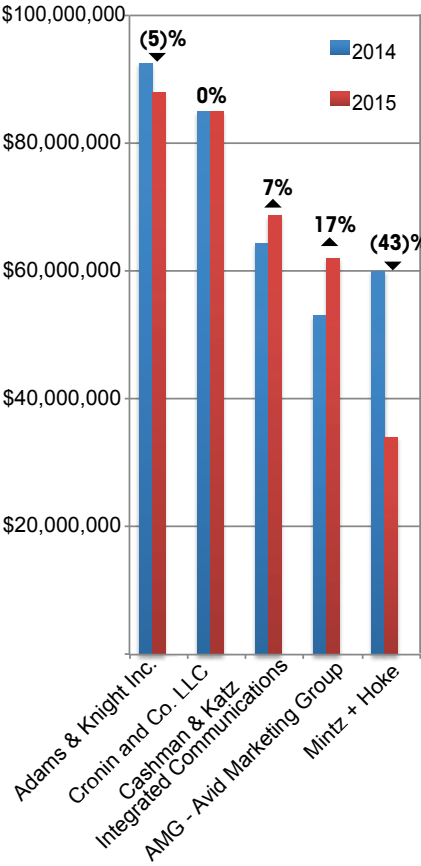
—Compiled by Stephanie R. Meagher.

Largest advertising and public relations firms in Greater Hartford

(Ranked by 2015 gross billings)

Rank	Company	2015 gross billings	Total employees/Advertising employees/PR	Services offered:						Major clients	Principal(s)	Year founded
				B-to-B	Crisis comm.	Media plan/buy	PR	Soc. media	Web design			
1	Adams & Knight Inc. 80 Avon Meadow Lane Avon, CT 06001 860-676-2300; www.adamsknight.com	\$87,883,318	57 47 10	✓	✓	✓	✓	✓	✓	Webster Bank, Connecticut Office of Tourism, Hartford HealthCare, Connecticut Sun, New England Black Wolves, Connecticut Department of Economic and Community Development	Jill M. Adams Bill Knight	1988
2	Cronin and Co. LLC 50 Nye Road Glastonbury, CT 06033 860-659-0514; www.cronin-co.com	\$85,000,000	75 68 7	✓	✓	✓	✓	✓	✓	Amica Insurance Co., Konica Minolta Business Solutions, McDonald's, Liberty Bank, i-Health, TIAA, Neopost, Connecticut Children's Medical Center	Kimberly Manning Steve Wolfberg	1947
3	Cashman & Katz Integrated Communications 76 Eastern Blvd. Glastonbury, CT 06033 860-652-0300; cashman-katz.com	\$68,650,000	29 22 7	✓	✓	✓	✓	✓	✓	ECHN, United Illuminating, CNG, Mass Mutual, CT DOT, DCP, DMV, DPH, Energize CT, Frontier Communications, Yankee Institute, Gaylord Hospital, St. Mary's Hospital, Verday Chlorophyll Water	Tony Cashman	1992
4	AMG - Avid Marketing Group 100 Corporate Place Rocky Hill, CT 06067 860-436-3004; www.avidinc.com	\$62,000,000	34 NA NA	✓	✓		✓	✓	✓	Diageo, Beanitos, Billboard, Delicato, Dr. Pepper and Snapple, Earth Shoes, Four Loko, Goya, Heinz, MW Financial, Sterling Vineyards, Tito's, Vantis Life Insurance	Jonathan Gross DeAnna Drapeau	1986
5	Mintz + Hoke 40 Tower Lane Avon, CT 06001 860-678-0473; www.mintz-hoke.com	\$34,000,000	46 36 4	✓	✓	✓	✓	✓	✓	CTfastrak, My Place CT (DSS), Deloitte, DRS Technologies, Hartford HealthCare, Legrand, Mohegan Sun, NY Presbyterian Hospital	Chris Knopf Ron Perine Mary Farrell	1971
6	Bluespire Senior Living 29 South Main St., Suite 301 West Hartford, CT 06107 860-678-4300; bluespireseniorliving.com	\$18,000,000	61 36 3		✓	✓	✓	✓	✓	Covenant Retirement Communities, The Episcopal Home Communities, Benchmark Senior Living, Ecumen	Matt Brown Dave Helgans	1980
7	Maier True Communication (1) 1789 New Britain Ave. Farmington, CT 06032 860-677-4581; www.maier.com	\$5,500,000	15 14 1	✓	✓	✓	✓	✓	✓	Agilent Technologies, Cigna, Bridgeport Fittings, GE, Gexpro, Trumpf, RemedyOne, Z-Medica	William Maier Todd Russell	1971
8	Pita Communications LLC dba The Pita Group 40 Cold Spring Road Rocky Hill, CT 06067 860-293-0157; www.thepitagroup.com	\$5,321,808	20 16 4	✓	✓	✓	✓	✓	✓	Mass Mutual, Union Savings Bank, Connecticut Technical High School System, BlumShapiro, Riverfront Recapture, Manchester Community College, Ebm-papst, Planet Fitness	Paul E. Pita	1996
9	Williams and House 7 Towpath Lane Avon, CT 06001 860-675-4140; www.williamsandhouse.com	\$4,000,000	6 2 4	✓	✓	✓	✓	✓	✓	Neenah, CapX Partners, Moo, Business Lenders	Pamela Williams Lisa House	1990
10	Web Solutions Inc. 250 Pomeroy Ave., Suite 201 Meriden, CT 06450 203-235-7777; www.websolutions.com	\$2,500,000	25 NA NA	✓				✓	✓	Hole in the Wall Gang, Simoniz USA, Infinity Music Hall, Kamco Building Supply	Thomas Barón Lori O'Brien	1996
11	Ryan Marketing 21 Brace Road, #3 West Hartford, CT 06107 860-519-5526; ryanmarketing.com	\$1,800,000	10 6 3	✓	✓	✓	✓	✓	✓	ProHealth Physicians, United Steel, JHM Group, TransTek, Hartford Municipal Employee Federal Credit Union, Comix, CT Historical Society	Patrick T. Ryan Lindsay Ryan Jensen	1996
12	Gaffney Bennett Public Relations 1 Liberty Square, Suite 201 New Britain, CT 06051 860-229-0301; www.gbpr.com	\$1,750,000	10 0 10		✓		✓	✓		Energize Connecticut, Eversource, Frontier Communications, First Niagara, Aquarion Water Co., NBC Universal, General Growth Properties Inc.	Hank Spring Patrick Kinney	2001
13	Co-Communications 2 Forest Park Drive Farmington, CT 06032 860-676-4400; www.cocommunications.com	\$1,415,000	13 0 8	✓	✓	✓	✓	✓	✓	Maritime Aquarium, Muse Paintbar, The Palace Theatre for the Performing Arts, MetroHartford Alliance, Solo Technology Holdings, TitleVest	Stacey Cohen Jessica Lyon	1997
14	Elkinson & Sloves Inc. 11 Talcott Notch Road Farmington, CT 06032 860-674-9902; www.elkinsonsloves.com	\$1,000,000	4 2 2	✓	✓	✓	✓	✓	✓	Connecticut Housing Finance Authority, CT State Colleges and Universities (CSCU), Coach Kevin Ollie Charity Classic/Kevin's Kourt's, The First Tee of Connecticut	Jay Sloves	1981
15	Stifel Marcin 701 Hebron Ave. Glastonbury, CT 06033 860-659-0777; www.stifel-marcin.com	\$875,000	7 5 2	✓	✓	✓	✓	✓	✓	SFC KOENIG, Newcomb Spring Corp., Orange Research, Carrier Equipment, Carlyle Johnson Machine Co., Vogelsang USA	Andrew Stifel Christine Marcin	2000
16	Image Marketing Consultants 681 Main St. Plantsville, CT 06479 860-863-5861; www.imagemarketingconsultants.com	\$650,000	6 3 3	✓	✓	✓	✓	✓	✓	Centennial Real Estate, ASW Group, Winterberry Group, Vesta Corp., TOMZ Corp.	Kate Terricciano Sirignano	2007
17	Baldwin Media 1 Grove St. New Britain, CT 06053 860-408-1580; www.baldwinmedia.net	\$385,000	14 2 12	✓	✓	✓	✓	✓	✓	Hassett & George, Connecticut Association of Boards of Education, Connecticut Humane Society, American Eagle Financial Credit Union, McLean	Ann Baldwin	1992
18	Dennis PR Group LLC 41 Crossroads, Suite 228 West Hartford, CT 06117 860-778-3826; www.dennispr.com	\$375,000	4 2 2	✓	✓	✓	✓	✓	✓	Connecticut Laborers' District Council, ImageWorks, Connecticut First Coalition, China Education Resources, Stanadyne, Connecticut Business Hall Of Fame	Ron Dresner Karen Thompson	2000
19	CJ Public Relations Inc. 50 Center St., 2nd Floor Southington, CT 06489 860-426-9991; www.cjpr.com	\$300,000	4 0 4 (2)	✓	✓	✓	✓	✓		School Nutrition Association, Hartford Marathon Foundation, The United Illuminating Co., Eversource Hartford Marathon & Half Marathon	Elizabeth Cowles Johnston	2008
20	Andrea Obston Marketing Communications LLC 3 Regency Drive Bloomfield, CT 06002 860-243-1447; www.aomc.com	\$202,605	3 NA NA	✓	✓	✓	✓	✓	✓	Customized Logistics & Delivery Association, Duncaster Retirement Community, Begos Horgan & Brown LLP, Mountain Dairy, Connecticut Bar Association, Infinity Office Interiors	Andrea Obston	1982
21	McDowell Jewett Communications LLC (3) 36 Trumbull St. Hartford, CT 06103 860-247-9100; www.mcdowelljewett.com	NA	7 0 7	✓	✓	✓	✓	✓		The Jackson Laboratory, Dominion, Boston Red Sox, Greenskies, CT Bar Association, CT Auto Retailers Association	Duby McDowell Steve Jewett	2006

How the top 5 fared: Gross billings (in millions)



	2014	2015	2015 % change
Adams & Knight Inc.	\$92,508,754	\$87,883,318	-5.0%
Cronin and Co. LLC	\$85,000,000.0	\$85,000,000	0.0%
Cashman & Katz Integrated Communications	\$64,350,000	\$68,650,000	6.7%
AMG - Avid Marketing Group	\$53,000,000	\$62,000,000	17.0%
Mintz + Hoke	\$60,000,000	\$34,000,000	-43.3%

Source: Each firm via survey. Notes: Bloomfield's Dornenburg Kallenbach Advertising and Glastonbury's Decker Creative Marketing did not respond to the survey by press time; unable to confirm information for The BCB Group of Wallingford. NA = Not available.
(1) Formerly Maier Advertising Inc.
(2) Additional freelance PR staff available.
(3) Formerly Duby McDowell Communications LLC.
—Compiled by Stephanie R. Meagher.

Largest lobbying firms in Connecticut

(Ranked by number of registered clients as of October 2016)

Rank	Company	No. of registered clients	No. of registered lobbyists	Major clients	Person in charge/ title
1	Gaffney, Bennett and Associates Inc. 1 Liberty Square, 2nd Floor New Britain, CT 06051 860-229-0301; www.gbact.com	70	9	GE, Bank of America, Pitney Bowes, NBC Universal, WalMart, Eversource, Frontier	Jay F. Malcynsky Managing partner
2	Capitol Strategies Group LLC 36 Trumbull St. Hartford, CT 06103 860-293-2581; NA	53	3	Alexion Pharmaceuticals, Citigroup, Microsoft, Honda, Twenty-First Century Fox, Dynegy, Deloitte	Patrick McCabe PJ Cimini Partners
3	Sullivan & LeShane Inc. 287 Capitol Ave. Hartford, CT 06106 860-560-0000; www.ctlobby.com	47	4	Hartford Distributors, Coca-Cola, NRG Energy, Surgical Care Affiliates, Pro-Health Physicians, CT State Medical Society, MGM, ReLX, City of Danbury, International Bottled Water Association, Johnson Controls, Kolmar Americas	Paddi LeShane CEO
4	Gallo & Robinson LLC 227 Lawrence St. Hartford, CT 06106 860-247-4322; gallorobinson.com	45	4	American Civil Liberties Union of CT, Partnership for Strong Communities, CT Against Gun Violence, American Association of University Professors of CT, Library Association of CT, Legal Services Programs of CT, Voices for Children, Fair Housing Center of CT	Betty Gallo Kate Robinson Partners
5	Kowalski Group LLC 53 Russ St. Hartford, CT 06106 860-246-4346; thekowalskigroup.com	34	4	American Express Travel Related Services Inc., Fresenius Medical Care North America, Johnson & Johnson Services Inc., Radiological Society of CT Inc., Distilled Spirits Council, International Health, Racquet and Sporting Club Association	Linda A. Kowalski President
5	TCORS Capitol Group LLC 701 Hebron Ave., 3rd Floor Glastonbury, CT 06033 860-541-6438; www.ctcapitolgroup.com	34	2	Quest Diagnostics, Sportech Venues, Centurion Managed Care, Scientific Games	Alan J. Deckman President
7	Brown Rudnick Government Law & Strategies 185 Asylum St., 38th Floor Hartford, CT 06103 860-509-6500; www.brownrudnick.com	33	6	Anheuser-Busch, Altice, CT Municipal Electric Energy Cooperative, Avangrid, T-Mobile, Western CT Health Network, Entertainment Software Association, Boehringer-Ingelheim, Bloom Energy, St. Mary's Hospital, Imagineers Property Management	Thomas Ritter Partner
7	Rome Smith & Lutz 21 Oak St., Suite 207 Hartford, CT 06106 860-527-5477; www.romesmithlutz.com	33	6	NA	Peter Smith Katherine Lutz Partners
9	Powers, Brennan & Griffin LLC 40 Hungerford St. Hartford, CT 06106 860-278-8000; lobbyct.com	30	5	ESPN Inc., Yale New Haven Health System, Dominion Resources, CT Restaurant Association, Apple Inc.	Mark Brennnan Managing partner
9	Hughes & Cronin Public Affairs Strategies Inc. 700 Plaza Middlesex Middletown, CT 06457 860-347-9955; www.hughesandcronin.com	30	4	American Chemistry Council, American Petroleum Institute, CT Package Stores Association, CT Police Chiefs Association, Kimberly-Clark, St. Vincent's Medical Center	Carroll J. Hughes President
9	Murtha Cullina LLP Government Affairs Group 185 Asylum St. Hartford, CT 06103 860-240-6000; www.govtaffairsgroup.com	30	4	GM, IBM, Maximus, CT Hospice, Enterprise Rent-A-Car, Memorial Sloan Kettering, Brescome Barton	Jane Murphy Managing partner
12	Halloran & Sage Government Affairs LLC One Goodwin Square 225 Asylum St. Hartford, CT 06103 860-522-6103; govaffairs.halloran-sage.com	28	3	CT Beer Wholesalers Association, AIG, Allstate, CT Society of Eye Physicians	William J. Malitsky Managing partner
12	Robinson+Cole 280 Trumbull St. Hartford, CT 06103 800-826-3579; www.rc.com	28	5 (1)	CIGNA Corp., United Technologies Corp., Yale University	Keith J. Stover Chair, Government Relations Group
14	Capitol Consulting LLC 23 Viola Drive East Hampton, CT 06424 860-833-2198; capitolconsultingct.com	27	2	Tesla Motors, Accenture, ADP, eBay, StubHub, CT Funeral Directors Association, Outdoor Advertising Association of CT	Michael Dugan President
15	Reynolds Strategy Group LLC P.O. Box 271766 West Hartford, CT 06127 860-308-2388; www.rsgllc.com	26	2	Diageo, Live Nation, Goodwin College, Red Bull, Amazon, CVS Health, Eversource, St. Francis Hospital and Medical Center	Kevin N. Reynolds Principal
16	International Government Strategies LLC (2) 9 Depot St. Milford, CT 06460 203-605-2453; igovstrategies.com	22	4	Scott's, Honeywell, Coverys, CT State Police Union, Schaghticoke tribe	Jim Amann Managing partner
17	Evans & Associates LLC 100 Pearl St., East Tower, 2nd Floor Hartford, CT 06103 860-202-3944; ctlobbyists.com	21	6	Wells Fargo Bank, Fuel Cell Energy Inc., United Services Inc., Companion & Homemakers Inc., Simpatico Systems Software	David J.D. Evans CEO
18	Camilliere, Cloud & Kennedy 433 S. Main St. West Hartford, CT 06110 860-561-5970; www.cckgov.com	20	3	Bristol Hospital, Harvard Pilgrim Health Care, MassMutual, Mylan Pharmaceuticals, Wheeler Clinic	Tony Camilliere Managing partner
18	DePino, Nunez & Biggs (3) 1160 Townsend Ave. New Haven, CT 06512 203-466-5188; dnblobby.com	20	4	NA	Melissa Biggs Managing partner
20	Kozak and Salina LLC 40 Cold Spring Road Rocky Hill, CT 06067 860-305-8183, 860-836-1158; kozakandsalina.com	18	2	Thomas Hooker Brewery, CohnReznick, Cornell Scott Health Health Center, Metro Realty, University of St. Joseph	David J. Kozak Adam P. Salina Principals
20	Przybysz + Associates Government Affairs 50 Goodwin Circle Hartford, CT 06105 860-523-4850 ; www.klpgovaffairs.com	18	2	Hartford HealthCare, Association of CT Ambulance Providers, General Dynamics Information Technology, Wallingford Electric Division	Kenneth Przybysz President
20	Roy & Leroy LLC P.O. Box 270841 West Hartford, CT 06127 860-930-2138; NA	18	2	Altria, CBIA, Travelers Cos., Aetna Inc., VOYA, Bushnell, ISO-New England, Covanta Power, HP Corp., CT Society of CPAs, Stamford Hospital, MillerCoors, CT Broadcasting Corp., Waterbury Hospital, Advantage Capital LLC, The Haven Group, Friends of Animals Inc., Uber	Craig Leroy Partner
23	Graff Public Solutions LLC 100 Wells St., 2H Hartford, CT 06103 860-761-8520; www.graffps.com	16	2	National Popular Vote, Community Health Resources, CT Historical Society, CT Association of School Administrators, The Learning Clinic	Kevin P. Graff Principal
23	Schepker & Associates LLC P.O. Box 270068 West Hartford, CT 06127 860-604-4749; NA	16	2	Aflac, Safelite Auto Glass, DaVita HealthCare Partners, PhRMA, CT Psychological Association, Community Associations Institute of CT, Bristol Myers Squibb, Abbott Laboratories, Eli Lilly and Co., GAPPA, Mead Johnson	Anita Schepker Principal
25	Statehouse Associates LLC 304 West Main St., #205 Suite 2 Avon, CT 06001 860-256-8295; www.statehouseassociates.com	14	1	NA	Andrew E. Markowski Principal

Source: Each firm via survey, Connecticut Office of State Ethics and firm websites. NA = Not available.

(1) Data are from January 2016.

(2) Acquired Marshall R. Collins & Associates in Nov. 2016.

(3) Formerly DePino Associates LLC.

—Compiled by Stephanie R. Meagher.

Largest employee-benefits consultants in Greater Hartford

(Ranked by number of local licensed employee-benefits consultants as of October 2016)

Rank	Company	Local licensed consultants/ Total	Local employees/ Total	Insurance/ Investment services	Services offered	Top local executive(s)	Year founded
1	USI Consulting Group 95 Glastonbury Blvd. Glastonbury, CT 06033 860-633-5283; www.usicg.com	76 136	212 4,400	Y Y	401(k) and defined contribution, defined benefit and actuarial, health and welfare administration, consulting and brokerage, underwriting, analytical, wellness, investment strategies, regulatory and compliance, employee communications and enrollment	Bill Tremko President	1975
2	Acrisure LLC (1) 40 Corporate Ave. Plainville, CT 06062 860-351-0100; www.myhcg.com	42 (2) 2,395	135 2,724	Y N	Employee-benefit consulting, broker services, compliance, wellness programs, third-party administration for Section 105, 125 & 132 plans, property and casualty	Brien F. Beakey President	1996
3	Milliman Inc. 80 Lamberton Road Windsor, CT 06095 860-687-2110; www.milliman.com	30 740	75 3,200	N N	Consulting services for employee benefits, investment, compensation, health, life, financial, property and casualty	Althea A. Schwartz Principal, consulting actuary	1947
4	The Segal Group 30 Waterside Drive, Suite 300 Farmington, CT 06032 860-678-3000; www.segalco.com	28 965	28 965	Y Y	Actuarial, benefits, compensation and human-resources consulting	John Flynn Sr. vice president and East regional manager	1939
5	PASI LLC 231 Farmington Ave. Farmington, CT 06032 860-284-6880; www.pasiusa.com	27 27	29 30	N Y	Consulting, design and administration of 401(k), 403(b), 457, non-qualified, cash balance and defined benefit, plan benchmarking services, education and communication, record-keeping support and payroll services	Ron Fishman David Wetsman Principals	1996
6	OneDigital Health and Benefits (3) 5 Batterson Park Road, Suite 1 Farmington, CT 06032 860-409-7200; www.onedigital.com	25 NA	40 NA	Y N	Plan and risk management, regulatory compliance, plan design, medical-management evaluations, financial analysis and reporting, benchmarking, technology solutions, customized workforce health programs, eligibility and enrollment administration	Brian Driscoll regional managing principal	2002
7	Pension Consultants Inc. 74 Batterson Park Road Farmington, CT 06032 860-676-8000; mypensionconsultants.com	22 22	33 33	N N	Administration and consulting for 401(k) and all types of defined-contribution plans, in-house actuarial for defined-benefit and cash-balance plans	Michael J. Roach William J. Anastasiades Frank P. Rossi Partners	1971
7	Willis Towers Watson 10 State House Square, 11th Floor Hartford, CT 06103 860-278-1320; willistowerswatson.com	22 NA	150 39,000	Y Y	Brokerage and consulting services	John Lyon Managing partner	1828
9	Mercer Health and Benefits 20 Church St. Hartford, CT 06103 860-723-5770; www.mercer.com	21 16,000	21 20,000	Y Y	Brokerage, consulting, outsourcing, investments, strategic program development and implementation, private active and retiree exchange solutions	Dawn O'Shaughnessy Principal, Hartford office business leader	1937
10	Hooker & Holcombe 65 LaSalle Road West Hartford, CT 06107 860-521-8400; www.hhconsultants.com	19 19	68 68	N Y (4)	Independent consulting and administrative services for defined-benefit and pension outsourcing, defined-contribution third-party administration and record-keeping services, institutional investment advisory services and individual wealth management services	Richard S. Sych President	1956
11	Schuster Driscoll LLC 135 South Road Farmington, CT 06032 860-409-7520; schusterdriscoll.com	18 19	25 26	Y Y	Brokerage and consulting firm in the areas of employee benefits, institutional co-fiduciary retirement services and human resources (5)	Rollin G. Schuster President	1989
12	C.M. Smith Agency Inc. 100 Pearl St. Hartford, CT 06103 860-990-6400; www.cmsmith.com	16 16	22 22	Y Y	Employee-benefit consulting and broker services, insurance and retirement services, data analytics, healthcare captive, compliance and wellness programs	John F. O'Connell President	1974
13	eBenefits Group Northeast LLC 30 Mill St. Unionville, CT 06085 860-675-4227; ebenefitsgroup.com	15 15	16 16	Y Y	Full-service employee benefits	Stephen J. Repka II Managing principal	1995
13	Smith Brothers Insurance LLC 68 National Drive Glastonbury, CT 06033 860-652-3235; smithbrothersusa.com	15 17	136 141	Y Y	Independent insurance and financial services agency, business and personal insurance, employee benefits, surety, 401(k) and risk management	Kimberley S. Connolly Executive vice president	1971
15	Fiduciary Investment Advisors LLC 100 Northfield Drive, 4th Floor Windsor, CT 06095 860-683-1187; www.fiallc.com	14 17	55 59	N Y	Institutional investment advisory and co-fiduciary services for 401(k), 403(b) and defined-benefit plan sponsors, nonprofits and private clients	Mark Wetzel President	2006
16	Robert Hensley & Associates 10 Avon Meadow Lane, Suite 1 Avon, CT 06001 860-678-1090; hensleyassociates.com	10 10	13 13	Y Y	Employee benefits including medical, dental, life, short- and long-term disability and long-term care insurance, 401(k), retirement plans, asset management and individual insurance	Robert S. Hensley Managing member	1991
17	May, Bonee & Walsh 180 Glastonbury Blvd. Glastonbury, CT 06033 860-430-3700; mayboneewalsh.com	8 8	12 12	Y Y	Independent insurance and financial planning agency offering employee and executive benefits including medical, dental, life, long- and short-term disability, long-term care and 401(k) employee retirement plans	Edwin H. May, III Philip M. Bonee Partners	1985
18	Benefit Resource Group LLC 930 Meriden Waterbury Turnpike, Suite 2A Plantsville, CT 06479 860-426-1602; benefit-resource-group.com	7 7	11 11	Y Y	Independent employee-benefits broker and consultant offering health, dental, life, group disability and retirement services	Edward J. Rapacký III President	1991
19	Professional Business Insurers 62 LaSalle Road West Hartford, CT 06107 860-233-1171; www.pbiins.com	6 6	10 11	Y Y	Employee-benefit plans and financial services	Richard Gutcheon President	1987
20	Benefits Plus Inc. 20 Tower Lane Avon, CT 06001 860-321-7964; www.benefitsplus.com	4 10	3 13	Y Y	Design, sell and service medical, dental, life, disability pension, 401(k), 403(b) plans, enrollment services for worksite benefits and human-resource outsourcing	James W. Weiss President	1985
21	First Insure Inc. 270 Farmington Ave. Farmington, CT 06032-1909 860-677-5400; NA	1 4	1 2	Y N	Supplemental-benefit programs via payroll deduction, professional counseling for benefit explanations, appropriate elections and personal questions	Douglas W. Clark President	1983
21	Odyssey Advisors Inc. 11 Hayward Ave., Building 4 Colchester, CT 06415 860-537-9080; odysseyadvisors.com	1 1	6 7	Y N	Actuarial and pension consulting, GASB 45 valuation and consulting, third-party administration for 401(k) plans, defined-benefit and contribution plans, health and welfare brokerage, administration and more	Parker Elmore President, CEO and actuary	1998

Source: Each company via survey.

(1) The Health Consultants Group of Plainville became a subsidiary of Michigan-based Acrisure LLC in May 2016.

(2) Figures include The Health Consultants Group of Plainville and Cheshire's HD Segur.

(3) Formerly Ovation, A Digital Benefit Advisors company.

(4) Institutional investment advisory and individual financial planning.

(5) Founder of TANGO, a nonprofit organization providing affinity insurance and risk-management services specifically designed for the nonprofit sector.

—Compiled by Stephanie R. Meagher.

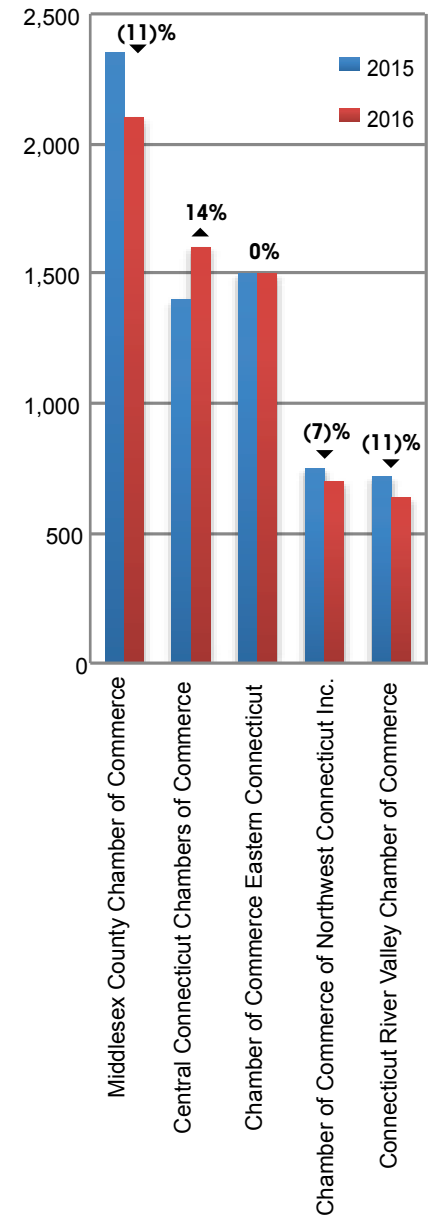


Largest chambers of commerce in Greater Hartford

(Ranked by number of members as of March 2016)

Rank	Company	Members	Minimum dues per year	Membership contact(s)	Head of chamber	Year founded
1	Middlesex County Chamber of Commerce 393 Main St., Middletown, CT 06457 860-347-6924; www.MiddlesexChamber.com	2,100	\$215	Cathy Duncan Cathy@MiddlesexChamber.com	Lawrence McHugh	1895
2	Central Connecticut Chambers of Commerce 200 Main St., Bristol, CT 06010 860-584-4718; www.centralctchambers.org	1,600	\$225	Ray Gagnon r.gagnon@centralctchambers.org	Anthony Mattioli	1889
3	Chamber of Commerce Eastern Connecticut 914 Hartford Turnpike, Waterford, CT 06385 860-701-9113; www.chamberect.com	1,500	\$185	Sheri Cote scote@chamberect.com	Tony Sheridan	1911
4	Chamber of Commerce of Northwest Connecticut Inc. 333 Kennedy Drive, Suite R101, Torrington, CT 06790 860-482-6586; www.nwctchamberofcommerce.org	700	\$275	Scott Gray scott@nwctchamberofcommerce.org	JoAnn Ryan	1901
5	Connecticut River Valley Chamber of Commerce (1) 2400 Main St., Glastonbury, CT 06033 860-659-3587; www.crvchamber.org	638	\$250	Meredith Leone meredith@crvchamber.org	Mary Ellen Dombrowski	2016 (2)
6	Midstate Chamber of Commerce 3 Colony St., Suite 301, Meriden, CT 06451 203-235-7901; www.midstatechamber.com	600	\$280	Rosanne P. Ford r.ford@midstatechamber.com	Séan W. Moore	1896
6	MetroHartford Alliance 31 Pratt St., 5th Floor, Hartford, CT 06103 860-525-4451; www.metrohartfordalliance.com	600	\$400	Nancy Wheeler nwheeler@metrohartford.com	Oz Griebel	1799
8	Quinnipiac Chamber of Commerce 50 N. Main St., Wallingford, CT 06492 203-269-9891; www.quinncham.com	585	\$354	Dee Prior Nesti dee@quinncham.com	Dee Prior Nesti	1915
9	West Hartford Chamber of Commerce 948 Farmington Ave., West Hartford, CT 06107 860-521-2300; www.whchamber.com	532	\$275	Morgan Hilyard-Evans mhilyard.evans@whchamber.com	Barbara Lerner	1908
10	Greater Manchester Chamber of Commerce 20 Hartford Road, Manchester, CT 06040 860-646-2223; www.manchesterchamber.com	500	\$290	Amy Heritage amy@manchesterchamber.com	April DiFalco	1901
11	Greater Southington Chamber of Commerce 1 Factory Square, Southington, CT 06489 860-628-8036; southingtonchamber.com	486	\$225	Lisa Jansson lisa@southingtonchamber.com	Elizabeth Hyatt	1938
12	Tolland County Chamber of Commerce 30 Lafayette Square, Vernon, CT 06066 860-872-0587; www.tollandcountychamber.org	450	\$275	Candice Corcione tccc@tollandcountychamber.org	Candice Corcione	1957
13	Greater New Britain Chamber of Commerce 1 Court St., New Britain, CT 06051 860-229-1665; www.greaternewbritainchamber.com	400	\$225	Taylor Adametz taylor.newbritainchamber@yahoo.com	Timothy T. Stewart	1913
14	The Chamber of Commerce Inc./Windham Region 1010 Main St., Willimantic, CT 06226 860-423-6389; www.windhamchamber.com	378	\$276	Diane Nadeau diane@WindhamChamber.com	Diane Nadeau	1887
15	Avon Chamber of Commerce 412 W. Avon Road, Avon, CT 06001 860-675-4832; www.avonchamber.com	350	\$140	Lisa Bohman avonchamber@sbcglobal.net	Lisa Bohman	1965
16	Simsbury Chamber of Commerce 749 Hopmeadow St., Simsbury, CT 06070 860-651-7307; www.simsburycoc.org	340	\$180	Lisa Gray info@simsburycoc.org	Charles D. Houlihan Jr.	1961
17	Cheshire Chamber of Commerce 195 S. Main St., Cheshire, CT 06410 203-272-2345; www.cheshirechamber.org	330	\$285	Sheldon Dill sheldon@cheshirechamber.org	Sheldon Dill Derek Gromko	1974
18	Windsor Chamber of Commerce 261 Broad St., Windsor, CT 06095 860-688-5165; www.windsorcc.org	320	\$145	Jane Garibay jane@windsorcc.org	Jane Garibay	1901
19	South Windsor Chamber of Commerce 22 Morgan Farms Drive, South Windsor, CT 06074 860-644-9442; www.southwindsorchamber.org	300	\$250	Emily Dubord info@southwindsorchamber.org	Vacant (3)	1968
20	Canton Chamber of Commerce 326 Albany Turnpike, Canton, CT 06019-0704 860-693-0405; www.cantonchamberofcommerce.com	250	\$135	Philip E. Worley phil@cantonchamberofcommerce.com	Philip E. Worley	1967
20	Newington Chamber of Commerce 1046 Main St., Newington, CT 06111 860-666-2089; www.newingtonchamber.com	250	\$180	Gail Whitney office@newingtonchamber.com	Michael Loscialpo	1945
22	North Central Connecticut Chamber of Commerce P.O. Box 123, Enfield, CT 06083 860-741-3838; www.ncccc.org	215	\$225 (4)	Mike Vezzola mike@ncccc.org	Derek Meade	1892

How the top 5 fared: Chamber membership



	2015	2016	% change
Middlesex County Chamber of Commerce	2,350	2,100	-11%
Central Connecticut Chambers of Commerce	1,400	1,600	14%
Chamber of Commerce Eastern Connecticut	1,500	1,500	0%
Chamber of Commerce of Northwest Connecticut Inc.	750	700	-7%
Connecticut River Valley Chamber of Commerce	718	638	-11%

Source: Each chamber via survey.

(1) Glastonbury and East Hartford Chambers merged on Jan. 1, 2016.

(2) Glastonbury Chamber founded in 1902 and East Hartford Chamber in 1915.

(3) As of April 2016, the South Windsor chamber is actively searching for a new head.

(4) \$195 (sole proprietor).

—Compiled by Stephanie R. Meagher.

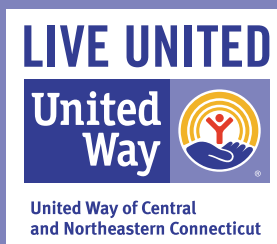
Imagine the possibilities



Think about what it would be like if there were opportunities for every child to succeed in school and every family to achieve financial security. Gifts to United Way *Community Investment* help make this possible for people in central and northeastern Connecticut every day.

Give Today
Create a Community of Possibilities Tomorrow
UnitedWayInc.Org/Give

f i t #CommunityofPossibilities



Connecticut's largest employers

(Ranked by number of Connecticut employees as of May 2016)

Rank	Company	Conn. employees 2016/ 2015	Total employees 2016/ 2015	Type of business	Person(s) in charge	Year founded
1	State of Connecticut State Capitol, 210 Capitol Ave. Hartford, CT 06106 860-566-4840; www.ct.gov	48,912 (1) 51,646 (2)	48,912 51,646	State government	Dannel P. Malloy Governor	1788
2	Yale New Haven Health System 789 Howard Ave. New Haven, CT 06519 203-688-4608; www.yalenewhavenhealth.org	19,920 20,071	20,826 21,112	Healthcare system	Marna Borgstrom President & CEO	1996
3	Hartford Healthcare 1 State St., Suite 19 Hartford, CT 06103 860-263-4100; hartfordhealthcare.org	18,135 18,107	18,135 18,107	Healthcare system	Elliot Joseph President & CEO	1985
4	Yale University (3) 105 Wall St. New Haven, CT 06511 203-432-4771; yale.edu	15,018 (4) 14,787 (5)	15,018 14,787	University	Peter Salovey President	1701
5	United Technologies Corp. 10 Farm Springs Road Farmington, CT 06032 860-728-7000; www.utc.com	15,000 24,000	197,000 211,500	Aerospace, elevator, fire, security, air conditioning, building automation, and heating and cooling industries	Gregory J. Hayes President & CEO	1929
6	General Dynamics Electric Boat 75 Eastern Point Road Groton, CT 06340 860-433-3000; www.gdeb.com	10,230 9,583	14,297 13,692	Design, build and life cycle support for U.S. nuclear submarines	Jeffrey S. Geiger President	1899
7	University of Connecticut (6) 115 N. Eagleville Road Storrs, CT 06269 860-486-2000; www.uconn.edu	9,861 9,932	9,861 9,932	Primary state university	Susan Herbst President	1881
8	Wal-Mart Stores Inc. NA NA, CT 800-925-6278; www.walmart.com	8,800 (7) 8,800	2,300,000 2,200,000	Retail	Doug McMillon President & CEO	1962
9	Sikorsky, A Lockheed Martin Company (8) 6900 Main St. Stratford, CT 06615 800-946-4337; sikorsky.com	8,000 (9) NA (10)	15,000 NA (10)	Helicopter design, manufacture and service	Dan Schultz President	1925 (11)
10	The Travelers Cos. Inc. 1 Tower Square Hartford, CT 06183 860-277-0111; www.travelers.com	7,400 (12) 7,300	30,000 30,000	Property and casualty insurance	Brian W. MacLean President & CEO	1864
11	The Hartford Financial Services Group (13) 1 Hartford Plaza Hartford, CT 06155 860-547-5000; www.thehartford.com	7,000 7,000	17,400 17,500	Property and casualty insurance, group benefits and mutual funds	Christopher J. Swift Chairman & CEO	1810
12	Mohegan Sun 1 Mohegan Sun Blvd. Uncasville, CT 06382 888-226-7711; mohegansun.com	6,735 6,900	6,735 6,900	Entertainment, gaming, dining, shopping, hotel, spa and meetings and conventions	Ray Pineault President	1996
13	Foxwoods Resort Casino 350 Trolley Line Blvd. Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	6,500 5,301	6,500 5,301	Hospitality, entertainment, gaming, retail, dining, golf, spa and hotel	Felix D. Rappaport President & CEO	1992
14	Trinity Health - New England (14) 1000 Asylum Ave. Hartford, CT 06105 860-714-4000; www.stfranciscare.com	6,304 5,520 (15)	6,304 5,520	Hospital	Christopher M. Dadlez President & CEO	1897
15	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123; www.aetna.com	6,200 6,126	50,100 50,164	Traditional, voluntary and consumer-directed health insurance products and related services	Mark T. Bertolini Chairman & CEO	1853
16	UnitedHealthcare (16) 185 Asylum St. Hartford, CT 06103 800-899-7658; www.uhc.com	5,000 4,300	175,000 117,000	Health insurance	Stephen Farrell CEO, UnitedHealthcare of New England	1993
17	City of Waterbury 235 Grand St. Waterbury, CT 06702 203-574-6712; www.waterburyct.org	4,822 4,812	4,822 4,812	Municipal government	Neil O'Leary Mayor	1686
18	Cigna Corp. 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000; www.cigna.com	4,200 4,200	39,300 (17) 37,000	Global health services; medical, dental, behavioral health, pharmacy, vision, supplemental benefits, plus group life, accident and disability insurance	David M. Cordani President & CEO	1792
19	ESPN ESPN Plaza, 935 Middle St. Bristol, CT 06010 888-549-3776; espn.go.com	4,000 4,000	8,000 7,700	Sports media	John Skipper President	1979
20	Eversource Energy (18) 56 Prospect St. Hartford, CT 06103 860-286-5000; www.eversource.com	3,333 3,000	7,814 8,248	Energy delivery	James J. Judge President & CEO	1966
21	Pfizer Inc. 235 E. 42nd St. New York, NY 10017 212-733-2323; www.pfizer.com	3,000 NA	97,900 NA	Pharmaceutical research, development and manufacturing	Ian C. Read CEO	1849
22	Eastern Connecticut Health Network (19) 71 Haynes St. Manchester, CT 06040 860-533-3414; www.echn.org	2,817 2,902	2,902 2,992	Healthcare system	Michael Collins (20) Interim CEO	1995
23	Boehringer Ingelheim Pharmaceuticals Inc. 900 Ridgebury Road Ridgefield, CT 06877 800-344-3095; us.boehringer-ingelheim.com	2,700 (21) 2,700	47,000 NA	Research, development, manufacturing and marketing of pharmaceuticals	Paul R. Fonteyne President & CEO, USA	1885

Source: Each employer via survey, government and company websites, news reports. Note: City of New Haven, with 4,608 employees in 2015, did not respond to the 2016 survey. Likewise, Hartford Public Schools reported 3,608 employees in 2015.

NA = Not available.

(1) Best estimate as of June 22, 2016.

(2) Figure from Feb. 2015 and from the state of Connecticut Office of Policy and Management.

(3) Includes Yale School of Medicine.

(4) Figure from fall 2015.

(5) Figure from fall 2014.

(6) Includes University of Connecticut School of Medicine.

(7) Approximate figure as of March 2016.

(8) On Nov. 6, 2015, Lockheed Martin acquired Sikorsky Aircraft from Farmington-based United Technologies Corp. for \$9 billion.

(9) On August 31, 2016, Lockheed Martin announced that a reduction in workforce would affect 109 employees in Connecticut.

(10) Headcount was calculated as part of United Technologies Corp. in 2015.

(11) Lockheed Co. was founded in 1912; in 1995, Lockheed Corp. merged with Martin Marietta, also founded in 1912 as the Glenn L. Martin Co., to form today's Lockheed Martin.

(12) Employee numbers are approximate.

(13) Completed acquisition of Georgia-based Maxum Specialty Insurance Group for \$168 million in cash in July 2016.

(14) Includes St. Francis Hospital, Mount Sinai Rehabilitation Hospital and Johnson Memorial Hospital.

(15) Figure reflects St. Francis and Mount Sinai hospitals as Johnson Memorial was not part of the organization in 2015.

(16) Oxford and Golden Rule health insurance companies are brands under the UnitedHealthcare umbrella.

(17) Worldwide employees.

(18) Formerly called Northeast Utilities. Dual headquarters, also in Boston, Mass.

(19) Includes Manchester Memorial Hospital, Rockville General Hospital and wholly owned subsidiaries. ECHN was recently acquired by Los Angeles-based Prospect Medical Holdings.

(20) Michael Collins was named interim CEO of Eastern Connecticut Health Network in Oct. 2016, replacing former president and CEO Peter Kari, who resigned effective Sept. 30, for health reasons.

(21) On Feb. 19, 2016, an upcoming layoff was announced at the Ridgefield facility without quantifying the scope of the workforce reduction.

—Compiled by Stephanie R. Meagher.

Largest publicly traded companies based in Connecticut

(Ranked by market capitalization as of June 15, 2016)

Rank	Company; Ticker	Market cap (millions) June 15, 2016	Stock price at close			Annual revenues (millions)		Net income (millions)		CEO
			June 15, 2016	Dec. 31, 2015	Dec. 31, 2014	2015	2014	2015	2014	
1	General Electric Co. (1); GE 3135 Easton Turnpike Fairfield, CT 06828 203-373-2211; www.ge.com	\$281,300	\$30.59	\$31.15	\$25.27	\$117,385.00	\$117,184.00	(\$6,113.00)	\$15,226.00	Jeffrey Immelt
2	United Technologies Corp. ; UTX 1 Financial Plaza Hartford, CT 06103 860-728-7000; www.utc.com	\$84,140	\$100.54	\$96.07	\$115.00	\$56,098.00	\$65,100.00	\$7,608.00	\$6,220.00	Gregory Hayes
3	Priceline.com Inc. ; PCLN 800 Connecticut Ave. Norwalk, CT 06854 203-299-8000; www.priceline.com	\$64,800	\$1,305.42	\$1,274.95	\$1,140.21	\$9,223.99	\$8,441.97	\$2,551.36	\$2,421.75	Jeffery Boyd (2)
4	Aetna Inc. ; AET 151 Farmington Ave. Hartford, CT 06156 860-273-0123; www.aetna.com	\$42,040	\$119.92	\$108.12	\$88.83	\$60,336.50	\$58,003.20	\$2,390.20	\$2,040.80	Mark T. Bertolini
5	Cigna Corp. ; CI 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000; www.cigna.com	\$32,460	\$126.56	\$146.33	\$102.91	\$37,988.00	\$34,914.00	\$2,094.00	\$2,102.00	David M. Cordani
6	Praxair Inc. ; PX 39 Old Ridgebury Road Danbury, CT 06810 800-772-9247; www.praxair.com	\$31,950	\$112.00	\$102.40	\$129.56	\$10,776.00	\$12,273.00	\$1,547.00	\$1,694.00	Stephen F. Angel
7	Alexion Pharmaceuticals Inc. ; ALXN 100 College St. New Haven, CT 06510 203-272-2596; alexion.com	\$29,020	\$129.55	\$190.75	\$185.03	\$2,604.05	\$2,233.73	\$144.38	\$656.91	David Brennan (3)
8	Charter Communications Inc. (4); CHTR 400 Atlantic St. Stamford, CT 06901 203-905-7801; www.charter.com	\$22,490	\$221.19	\$183.10	\$166.62	\$9,754.00	\$9,108.00	(\$271.00)	(\$183.00)	Thomas M. Rutledge
9	Amphenol ; APH 358 Hall Ave. Wallingford, CT 06492 203-265-8900; www.amphenol.com	\$18,020	\$58.51	\$52.23	\$53.81	\$5,568.70	\$5,345.50	\$763.50	\$709.10	Richard Adam Norwitt
10	The Hartford Financial Services Group (5); HIG 1 Hartford Plaza Hartford, CT 06155 860-547-5000; www.thehartford.com	\$17,050	\$43.33	\$43.46	\$41.69	\$18,485.00	\$18,614.00	\$1,682.00	\$798.00	Christopher J. Swift
11	Stanley Black & Decker Inc. ; SWK 1000 Stanley Drive New Britain, CT 06053 860-225-5111; www.stanleyblackanddecker.com	\$16,790	\$111.84	\$106.73	\$96.08	\$11,171.80	\$11,339.00	\$883.70	\$761.00	James M. Loree (6)
12	Starwood Hotels & Resorts Worldwide (7); HOT 1 StarPoint Stamford, CT 06902 203-964-6000; www.starwoodhotels.com	\$12,440	\$73.36	\$69.28	\$81.07	\$5,763.00	\$5,983.00	\$489.00	\$633.00	Thomas Mangas (8)
13	Xerox Corp. LTD ; XRX 45 Glover Ave. Norwalk, CT 06856 203-968-3000; www.xerox.com	\$10,040	\$9.91	\$10.63	\$13.86	\$18,045.00	\$19,540.00	\$474.00	\$1,013.00	Jeff Jacobson
14	IMS Health Holdings Inc. ; IMS 83 Wooster Heights Road Danbury, CT 06810 203-448-4600; www.imshealth.com	\$8,263	\$25.05	\$25.47	\$25.64	\$2,921.00	\$2,641.00	\$417.00	(\$189.00)	Ari Bousbib
15	W.R. Berkley Corp. ; WRB 475 Steamboat Road Greenwich, CT 06830 203-629-3000; www.wrberkley.com	\$6,757	\$55.11	\$54.75	\$51.26	\$7,239.77	\$7,128.93	\$503.69	\$648.88	William R. Berkley
16	FactSet Research System ; FDS 601 Merritt 7, 3rd Floor Norwalk, CT 06851 203-810-1000; www.factset.com	\$6,476	\$158.42	\$162.57	\$140.75	\$1,006.77	\$920.34	\$241.05	\$211.54	Philip Snow
17	SS&C Technologies Holdings Inc. ; SSNC 80 Lambertson Road Windsor, CT 06095 860-298-4500; www.ssctech.com	\$5,766	\$58.18	\$68.27	\$58.49	\$1,000.28	\$767.86	\$42.86	\$131.13	William C. Stone
18	Frontier Communications ; FTR 401 Merritt 7 Norwalk, CT 06851 800-921-8101; frontier.com	\$5,701	\$4.86	\$4.67	\$6.67	\$5,576.00	\$4,772.49	(\$196.00)	\$132.89	Daniel J. McCarthy
19	Hubbell Inc. ; HUB.A/HUB.B 40 Waterview Drive Shelton, CT 06484 475-882-4000; www.hubbell.com	\$5,600	\$102.10	\$101.04	\$106.83	\$3,390.40	\$3,359.40	\$277.30	\$325.30	David G. Nord
20	Harman International ; HAR 400 Atlantic St. Stamford, CT 06901 203-328-3500; www.harmon.com	\$5,345	\$75.75	\$94.21	\$106.71	\$6,155.30	\$5,348.48	\$342.68	\$234.69	Dinesh C. Paliwal
21	People's United Financial Inc. ; PBCT 850 Main St. Bridgeport, CT 06604 203-338-7001; www.peoples.com	\$4,750	\$15.28	\$16.15	\$15.18	\$1,309.70	\$1,381.40	\$260.10	\$251.70	John P. Barnes
22	Blue Buffalo Co. ; BUFF P.O. Box 770 Wilton, CT 06897 800-919-2833; www.bluebuffalo.com	\$4,723	\$24.07	\$18.71	NA (9)	\$1,027.45	\$917.76	\$89.39	\$101.93	Kurt Schmidt

Source: Yahoo Finance, Wolfram Alpha, SEC filings and company reports. Note: Stock closing prices adjusted for dividends and splits. Net income available to common shares. NA = Not available.
(1) GE is in the process of relocating its corporate headquarters to Boston, a move that is expected to be completed by 2018.
(2) Took position as interim CEO on April 28, 2016 upon Darren R. Huston's resignation.
(3) Named Interim CEO, Dec. 12, 2016, upon the resignation of David L. Hallal.
(4) Charter completed its acquisition of Time Warner Cable Inc. on May 18, 2016; the company continues to be led by Tom Rutledge.
(5) Completed acquisition of Georgia-based Maxum Specialty Insurance Group for \$168 million in cash in July 2016.
(6) Succeeded John F. Lundgren upon his retirement in July 2016.
(7) In Sept. 2016, Marriott International completed its acquisition of Starwood Hotels for \$13.6 billion.
(8) Succeeded Adam Aron Jan. 4, 2016.
(9) IPO occurred on July 22, 2015.
—Compiled by Stephanie R. Meagher.

Largest women-owned businesses in Greater Hartford

(Ranked by number of local employees as of March 2016)

Rank	Company	Local employees/ Local offices	Total employees/ Total offices	Type of business	Women owner(s) and percent owned	Year founded
1	Merry Employment Group Inc. 433 S. Main St., Suite 216 West Hartford, CT 06110 860-561-1002; www.jobs-ct.com	1,200 2	2,000 4	Direct-hire, temporary staffing, payroll and human-resource consulting	Sally Merry 100%	1963
2	Charter Oak Building Maintenance Inc. 1840 Silas Deane Highway Rocky Hill, CT 06067 860-632-5667; www.cobm.net	260 1	260 1	Facility maintenance and janitorial services	Kenia M. Thomas 51%	1988
3	Carla's Pasta Inc. 50 Talbot Lane South Windsor, CT 06074 860-436-4042; www.carlaspasta.com	155 1	175 1	Pasta and pesto manufacturer	Carla Squatrito 68%	1978
4	Nursing Services Inc. 21 High St. East Hartford, CT 06118 860-568-8881; www.nursingservicesinc.com	150 1	150 1	Licensed and certified home health care, companion/homemaking/chore services	Yvette Roming 45% Melissa Roming 45% Linda Tucker 5%	1980
5	Companions for Living LLC 1216 Farmington Ave., Suite 202 West Hartford, CT 06107 860-882-0802; www.companionsforliving.com	117 1	117 1	Home care	Julianne Roth 100%	2005
6	Euro-American Connections & Homecare 1436 Berlin Turnpike, Suite 1-A Berlin, CT 06037 860-829-0208; www.homecare4u.com	105 1	105 1	Homecare agency and registry	Maggie Drag 100%	1989
7	iTech Solutions Inc. 30 Stanford Drive Farmington, CT 06032 860-674-1636; www.itechsolutions.com	96 1	163 1 (1)	Information technology staffing, consulting and recruiting services	Kay Lukas 100%	1995
8	Caring Solutions LLC 5104 Bigelow Commons Enfield, CT 06082 860-745-4026; www.CTcaringsolutions.com	80 1	80 1	Home health care	Sandra Sergeant 100%	2000
9	Phoenix Manufacturing Inc. 176 South Road Enfield, CT 06082 860-745-2080; www.phoenix-mfg-inc.com	60 1	60 1	Precision-machined aerospace components	Krystyna Paluch 100%	1989
9	The Walker Group 20 Waterside Drive Farmington, CT 06032 860-678-3530; www.TheWalkerGroup.com	60 1	60 1	Managed IT services, IT security, virtualization, wireless technologies, technical advisory services, cloud hosting, backup and disaster recovery, web design, staffing	Katherine H. Emery 100%	1986
11	Adams & Knight Inc. 80 Avon Meadow Lane Avon, CT 06001 860-676-2300; www.adamsknight.com	57 1	55 1	Integrated marketing agency; strategic planning, advertising, branding, PR, social media, digital marketing for health care, financial services, consumer and leisure industries	Jill Adams 51%	1988
12	Andrew Associates Inc. 6 Pearson Way Enfield, CT 06082 860-253-0000; www.andrewdm.com	56 1	56 1	Solution-based marketing, advertising and direct marketing serving for-profit and nonprofit clients nationwide	Judith Knapp 65%	1985
13	Acturus Inc. (2) 270 Farmington Ave., Suite 200 Farmington, CT 06032 860-242-2005; www.acturus.com	54 1	78 5	Market research consultancy	Dale Lersch 40% Gigi Ryan-Phillion 20%	1978
14	Al's Beverage Co. 1-3 Revay Road East Windsor, CT 06088 860-627-7003; www.alsbeverage.com	50 1	57 2	Manufacturer and distributor of fountain soft drinks	Marjorie Feldman Wood 58% Additional woman owner(s) 12%	1996
15	Infoshred 3 Craftsman Road East Windsor, CT 06088 860-627-5800; www.infoshred.com	40 1	40 1	Confidential document destruction and records storage	Stacey J. DiPiazza 100%	1997
16	Beacon Light and Supply Co. 180 Walnut St., P.O. Box 1934 Hartford, CT 06120 860-527-8236; beaconlightsupply.com	36 2	36 2	Full-line electrical distributor with internet sales	Merle J. Trager 52% Remy J. Schwartz 16%	1932
17	John Michael Associates Inc. 94 Holmes Road Newington, CT 06111 860-666-1414; www.jmalogos.com	35 1	35 1	Promotional-merchandise marketing, branded merchandise, online-fulfillment programs, award/recognition programs, event/trade show marketing, kitting, importing, corporate branding	Sara K. Papa 51%	1980
17	Technical Industries Inc. 336 Pinewoods Road Torrington, CT 06790 860-489-2160; www.technicalindustriesinc.com	35 1	49 2	Extrusion, injection and blow molding	Susan O. Parent 51%	1994
19	ACT Group 20 Commerce Drive Cromwell, CT 06416 800-548-9929; www.goactgroup.com	33 1	33 1	Office equipment, 3D equipment and services, document management services, and managed-print services	Cindi Gondek 51%	1974
20	Post Road Stages Inc. 1105 Strong Road South Windsor, CT 06074 860-644-1531; www.postroadstages.com	30 1	30 1	Bus transportation, tours, charter and line service	Priscilla C. Snow 51.5%	1912
21	Blue Fox Run Golf Course 65 Nod Road Avon, CT 06001 860-678-1679; www.bluefoxent.com	25 1	25 1	Golf course and restaurant	Lisa Wilson Foley 100%	1997
21	The Computer Co. Inc. 15 Commerce Drive Cromwell, CT 06416 860-635-0500; www.computercompany.net	25 1	26 (3) 3	IT services; computer networking, MS exchange, server replacements, virtual servers, help desk support, security, programming, web development, design and hosting, data center	Eileen Hasson 51%	1996
23	Sandair Systems Inc. dba Mainfreight USA 460 Hayden Station Road Windsor, CT 06095 860-687-6946; www.mainfreightusa.com	24 1	24 1	Global logistics company providing domestic and international services including ocean, air, rail and truck, and customs brokerage and warehousing	Joann H. Sandler 100%	1991
24	Marketing Solutions Unlimited LLC 109 Talcott Road West Hartford, CT 06110 860-523-0670; www.msuprint.com	22 1	22 1	Offset and digital print and direct mail	Heidi Buckley 100%	1991
25	Interpreters and Translators Inc. 263 Main St. Manchester, CT 06042 800-648-0686; www.ititranslates.com	19 1	20 2	Language services, in-person interpreting, document translation, video and telephonic interpreting, CART, c-print, localization and transcreation	Elba R. Pagano 51%	1986

Source: Individual companies.

Note: The state defines a woman-owned business as one that is at least 51 percent owned by one or more women. In the case of a publicly-owned business, at least 51 percent of the stock is owned by one or more women and the management and daily operations are controlled by one or more women.

(1) Sixty-seven employees work remotely.

(2) Formerly The Pert Group. Merged with Arizona market research firm MSS on July 1, 2015.

(3) This figure was reported incorrectly in our April 11, 2016 list.

—Compiled by Heide Martin.

Largest minority-owned businesses in Greater Hartford

(Ranked by number of local employees as of May 2016)

Rank	Company	Local employees/ Total employees	FY 2015 sales/ FY 2014 sales	Minority group	Company description	Person in charge	Year founded
1	Horizon Services Co. 250 Governor St. East Hartford, CT 06108 800-949-5323; www.horizonsvcs.com	412 412	NA NA	Asian	Janitorial, post-construction and special-project cleaning services	Ted Hsu President & CEO	1991
2	Charter Oak Building Maintenance Inc. 1840 Silas Deane Highway Rocky Hill, CT 06067 860-632-5667; www.cobm.net	260 260	NA NA	Hispanic (1)	Facility maintenance and janitorial services	Kenia M. Thomas CEO	1988
3	AI Engineers Inc. 919 Middle St. Middletown, CT 06457 860-635-7740; www.aiengineers.com	120 170	\$31,600,000 \$25,060,000	South Asian	Full-service consulting engineering firm specializing in bridge engineering, construction management and inspection, civil engineering, M/E/P and design-build services	Abul Islam President & CEO	1991
4	GM2 Associates Inc. 90 Brainard Road Hartford, CT 06114 860-263-8484; www.gm2inc.com	51 66	\$11,000,000 \$11,000,000	Asian	Structural and heavy civil engineering, hydraulics and drainage, inspections for bridges, structures, inspections and permitting	Madan M. Gupta President	1988
5	Floyd Manufacturing Inc. 5 Pasco Hill Road Cromwell, CT 06416 860-829-1803; www.floydmfg.com	37 37	\$6,108,000 \$4,764,000	African American	Manufacturer of precision-automotive products	Alfonso Floyd President	1987
6	Freeman Companies LLC 36 John St. Hartford, CT 06106 860-251-9550; www.freemancos.com	34 34	\$3,500,000 \$3,011,510	African American	Owner's representation, civil and geotechnical engineering, permitting, landscape architecture, land surveying, environmental sciences, hazardous building materials, construction-inspection services	Rohan A. Freeman President	2009
7	Martinez Couch & Associates LLC 1084 Cromwell Ave., Suite A-2 Rocky Hill, CT 06067 860-436-4364; www.MartinezCouch.com	33 34	NA NA	Hispanic	Civil and wastewater engineering, land surveying, GIS, environmental consulting, construction-phase services	Rafael Martinez Managing member	1999
8	Energy Efficiencies Solutions 398 Palisado Ave. Windsor, CT 06095 860-580-9076; www.eesgogreen.com	27 27	\$1,990,987 \$1,615,625	Hispanic (1)	Full-service energy conservation company	Leticia Colon de Mejias CEO	2010
8	Tai Soo Kim Partners LLC 146 Wyllys St., Building 1-203 Hartford, CT 06106 860-547-1970; www.tskp.com	27 29	NA NA	Asian	Architecture and interiors, planning services for corporate, cultural, educational, institutional and governmental clients	Whitcomb Iglehart Managing partner	1970
10	Springfield Spring Corp. 24 Dell Manor Drive Bristol, CT 06010 860-584-6560; www.springfieldspring.com	26 54	\$10,200,000 \$8,650,000	Hispanic	Manufacturer of precision-engineered compression springs, extension springs, torsion springs, stampings and light assemblies	Norman L. Rodriques President	1942
11	The Computer Co. Inc. 15 Commerce Drive Cromwell, CT 06416 860-635-0500; www.computercompany.net	25 26	\$2,700,000 \$2,700,000	Asian (1)	Computer network, cloud, VMware, HIPPA and security audits, database and programming, off-site backup and data-center service, web development	Eileen Hasson President	1996
12	JFC Construction LLC P.O. Box 400070 Hartford, CT 06140 860-293-2019; www.jfcsteelconstr.com	24 32	\$4,700,000 \$1,100,000	African American	Specializing in rebar installation, miscellaneous steel on commercial projects including heavy highway, bridge, municipal projects, schools, hospitals and other commercial projects	Joslyn F. Chance Jr. Member and manager	1997
13	Jay's Landscaping 473 Sullivan Ave. South Windsor, CT 06074 860-282-9496; www.jayslandscaping.com	22 22	\$2,400,000 \$2,300,000	Native American	Landscape construction	Jay Murtha Sole member	1999
14	Pita Communications LLC dba The Pita Group 40 Cold Spring Road Rocky Hill, CT 06067 860-293-0157; www.thepitagroup.com	20 20	\$5,321,808 \$6,423,313	Hispanic	Advertising, design, strategic marketing, consulting, brand education, digital media and interactive services, video, broadcast productions, PR and more	Paul E. Pita Executive creative director & CEO	1996
15	Interpreters and Translators Inc. 263 Main St. Manchester, CT 06042 800-648-0686; www.ititranslates.com	19 20	NA NA	Hispanic (1)	Language services, in-person interpreting, document translation, video and telephonic interpreting, CART, c-print, localization and transcreation	Elba R. Pagano Owner	1986
16	Zuvcic, Carr and Associates Inc. 40 Cold Spring Road Rocky Hill, CT 06067 860-436-4901; www.zuvcic.com	17 17	\$3,185,000 \$3,925,000	Hispanic (1)	Full-service, civil and environmental engineering consulting firm	Marici Zuvcic President	1988
17	Sir Speedy Printing Bloomfield 21 Old Windsor Road Bloomfield, CT 06002 860-242-0303; www.sirspeedy.com/bloomfield	14 14	\$3,000,000 \$2,800,000	African American	Offset and digital printing, black and white, full color, copying, mailing services, posters and banners	Mark Jacobs Owner	1985
18	Susaya Construction Co. Inc. 79 West Dudley Town Road Bloomfield, CT 06002 860-242-7107; www.susayaconstruction.com	13 13	\$966,000 \$824,000	Hispanic	Commercial and residential concrete sidewalks, driveways and patios, granite curbing, site work, excavation, trucking, decorative stamp concrete and overlay	Michael James Susaya President	1978
19	Cabrera Services Inc. 50 Founders Plaza, Suite 207 East Hartford, CT 06118 860-569-0095; www.cabreraseservices.com	11 80	\$43,472,043 \$32,368,692	Hispanic	Environmental remediation contractor, managing full-scope turnkey radiological remediation projects	Lorenzo Cabrera Chairman & CEO	1994
19	Russell & Dawson LLC 1111 Main St. Hartford, CT 06108 860-289-1100; www.russellanddawson.com	11 11	NA NA	Asian	Architecture, space planning, structural engineering, mechanical engineering, electrical engineering, construction administration, programming, interior design, code compliance, historic preservation	Chirag Thaker President	1965
21	IBC - Industrial Supply Plus Inc. 2 Creamery Brook East Granby, CT 06026 860-246-1618; industrialbuyers.com	10 12	NA NA	Hispanic (2)	Buying group, integrator and sub-assembly provider in the industrial maintenance, repair and operation marketplace	Richard Nunez Chairman	1999

Source: Each company via survey. NA = Not available.
(1) Also, woman-owned.
(2) Also, veteran-owned.
—Compiled by Heide Martin.



Largest independent private foundations serving Greater Hartford

(Ranked by assets, FY 2015)

Rank	Foundation	Assets	Revenue/ Expenses	Top executive/ Title	Year founded
1	William Caspar Graustein Memorial Fund (1) One Hamden Center, 2319 Whitney Ave., Suite 2B , Hamden, CT 06518 203-230-3330; www.wcgmf.org	\$113,104,551	\$8,205,275 \$6,715,099	David Addams Executive director	1993
2	Connecticut Health Foundation Inc. 100 Pearl St., Hartford, CT 06103 860-724-1580; www.cthealth.org	\$100,353,279	(\$917,066) \$5,879,621	Patricia Baker President & CEO	1999
3	American Savings Foundation Inc. 185 Main St., New Britain, CT 06051 860-827-2556; www.asfdn.org	\$79,279,996	\$3,011,479 \$4,718,470	Maria A. Falvo President & CEO	1995
4	The Donaghue Medical Research Foundation (1) 18 N. Main St., West Hartford, CT 06107 860-521-9011; www.donaghue.org	\$70,292,391	\$3,892,060 \$2,329,179	Lynne Garner President & trustee	1991
5	The Maximilian E. and Marion O. Hoffman Foundation Inc. 970 Farmington Ave., West Hartford, CT 06107 860-521-2949; NA	\$59,732,173	(\$151,530) \$3,783,520	Marion Barrak President & director	1986
6	Chester Kitchings Family Foundation P.O. Box 309, Essex, CT 06426 404-419-3245; NA	\$54,059,267	\$2,390,872 \$3,300,421	Chester W. Kitchings Jr. Trustee	1965 (2)
7	Twenty-seven Foundation (1) 99 Founders Plaza, 5th Floor, East Hartford, CT 06108 860-244-4889; NA	\$50,152,218	\$4,667,557 \$2,616,708	D. Travis Engen Trustee	2008
8	Weiss Family Foundation (3) 1 State St., Hartford, CT 06103 860-240-8900; weissfamilyfoundation.org	\$48,632,233	\$5,045,963 \$5,799,519	Rachel Flax Executive director	1990
9	SBM Charitable Foundation Inc. 935 Main St., Manchester, CT 06040 860-533-0355; www.sbmfoundation.org	\$34,741,969	\$2,286,711 \$1,951,331	Doreen Downham Executive director	2000
10	The Zachs Family Foundation Inc. 40 Woodland St., Hartford, CT 06105 860-727-5733; NA	\$27,310,760	\$888,984 \$1,173,354	Henry M. Zachs President	1987
11	Ensworth Charitable Foundation 200 Glastonbury Blvd., Suite 200, Glastonbury, CT 06033 860-244-4870; www.bankofamerica.com/grantmaking	\$23,320,062	\$2,065,366 \$1,276,923	Amy R. Lynch SVP & market philanthropic director	1948
12	J. Walton Bissell Foundation Inc. (1) P.O. Box 370067, West Hartford, CT 06137 860-586-8201; NA	\$23,307,244	\$1,751,246 \$1,213,438	Sarah D. Anthony President & CEO	2004
13	Robert and Clara Patterson Trust 200 Glasonbury Blvd., Suite 200, Glastonbury, CT 06033 860-244-4874; www.bankofamerica.com/grantmaking	\$21,104,791	\$1,855,719 \$1,097,045	Carmen Britt Sr. philanthropic relationship manager U.S. Trust, Bank of America NA	1980
14	Andrew J. & Joyce D. Mandell Family Foundation Inc. 240 Hartford Ave., Newington, CT 06111 860-666-0399; NA	\$20,282,979	\$2,048,365 \$1,099,191	Joyce D. Mandell President	1984
15	Daniell Family Foundation Inc. 2 Barnard Lane, Bloomfield, CT 06002 860-242-8844; NA	\$19,693,935	\$1,021,418 \$1,157,135	Barbara E. Daniell President & director	2010
16	Jeffrey P. Ossen Family Foundation P.O. Box 291, North Windham, CT 06256 860-942-2507; jeffreypossen.org	\$18,746,894	\$781,808 \$1,088,572	Eileen M. Ossen Trustee	2008
17	Larsen Fund P.O. Box 271677, West Hartford, CT 06127 860-286-0549; NA	\$16,469,485	\$879,375 \$1,159,397	Todd H. Larsen President	1941
18	The Fund for Greater Hartford 75 Charter Oak Ave., Hartford, CT 06106 860-232-3113; www.fundforgreaterhartford.org	\$16,427,067	\$874,735 \$1,030,142	Nina Elgo President	1980
19	The William and Alice Mortensen Foundation (1) P.O. Box 230212, Hartford, CT 06123 860-461-7927; NA	\$15,741,223	\$1,162,990 \$962,445	Alfred V. Covello President	1982
20	Lawson Valentine Foundation (1) 1000 Farmington Ave., West Hartford, CT 06017 860-570-0728; NA	\$13,577,022	\$825,686 \$823,831	Valentine Doyle Trustee	1986
21	John and Kelly Hartman Foundation P.O. Box 271820, West Hartford, CT 06127 860-313-4930; NA	\$13,373,053	\$380,137 \$626,766	Paul L. Bourdeau Trustee	2010
22	Charles H. Kaman Charitable Foundation Inc. 185 Asylum St., Hartford, CT 06103 (4) 860-240-6000; NA	\$12,183,602	\$1,653,412 \$545,657	C. William Kaman II President & treasurer	1994
23	The Owenoake Foundation (1) 22 Squirrel Hill Road, West Hartford, CT 06107 860-573-9683; NA	\$10,773,751	\$157,211 \$524,188	Avery Rockefeller III President & director	1997
24	Colburn-Keenan Foundation Inc. P.O. Box 811, Enfield, CT 06083 800-966-2431; www.colkeen.org	\$10,332,015	\$817,230 \$529,347	Kimberly Conant Program & managing director	2006
25	George and Grace Long Foundation 99 Founders Plaza, 5th Floor, East Hartford, CT 06108 860-244-4874; www.bankofamerica.com/grantmaking	\$10,304,719	\$371,010 \$591,818	Carmen Britt Sr. philanthropic relationship manager U.S. Trust, Bank of America NA	1960

Sources: Guidestar, a 501(c)3 that collects and presents 990 forms for IRS-registered nonprofits, the Foundation Center and individual foundations. Note: Fisher Foundation of West Hartford dissolved in Dec. 2014, transferring assets to the Hartford Foundation for Public Giving.

(1) Data are from fiscal year 2014, the most recent available.

(2) Ruling year.

(3) Formerly known as Say Yes To Education Foundation.

(4) c/o Murtha Culina LLP.

—Compiled by Heide Martin.



Largest not-for-profit organizations in Greater Hartford

(Ranked by assets, FY 2015)

Rank	Company	Assets	Revenue/ Expenses	Margin	Type of nonprofit	Head of organization
1	Hartford Hospital (1) 80 Seymour St., Hartford, CT 06102 860-545-5000; www.hartfordhospital.org	\$1,486,935,370	\$1,200,742,869 \$1,097,156,258	\$103,586,611	Hospital	Stuart Markowitz President
2	Wesleyan University 45 Wyllys Ave., Middletown, CT 06459 860-685-8000; www.wesleyan.edu	\$1,254,076,000	\$295,281,000 \$249,609,000	\$45,672,000	University	Michael S. Roth President
3	Trinity College 300 Summit St., Hartford, CT 06106 860-297-2000; www.trincoll.edu	\$916,086,796	\$208,828,670 \$183,016,062	\$25,812,608	College	Joanne Berger-Sweeney President
4	Hartford Foundation for Public Giving 10 Columbus Blvd., 8th Floor, Hartford, CT 06106 860-548-1888; www.hfpg.org	\$888,320,069	\$57,544,767 \$48,789,489	\$8,755,278	Community foundation	Linda J. Kelly President (2)
5	St. Francis Hospital and Medical Center 114 Woodland St., Hartford, CT 06105 860-714-4000; www.stfrancisicare.com	\$817,609,157	\$737,649,622 \$726,251,477	\$11,398,145	Hospital	John F. Rodis President (3)
6	Choate Rosemary Hall Foundation 333 Christian St., Wallingford, CT 06492 203-697-2000; www.choate.edu	\$559,869,681	\$74,163,265 \$78,627,542	(\$4,464,277)	Foundation for private school	Alexander Curtis Headmaster
7	The Hospital of Central Connecticut (4) 100 Grand St., New Britain, CT 06050 860-224-5011; www.thocc.org	\$483,663,185	\$365,482,388 \$353,647,210	\$11,835,178	Hospital	Lucille Janatka President, Central Region
8	The Community Foundation for Greater New Haven 70 Audubon St., New Haven, CT 06510 203-777-2386; www.cfgrnh.org	\$482,430,411	\$145,093,566 \$37,448,570	\$107,644,996	Community foundation	William W. Ginsberg President & CEO
9	University of Connecticut Foundation Inc. 2390 Alumni Drive, Storrs, CT 06029 800-269-9965; www.foundation.uconn.edu	\$481,833,240	\$80,348,677 \$57,249,419	\$23,099,258	University foundation	Joshua R. Newton President & CEO
10	Middlesex Hospital 28 Crescent St., Middletown, CT 06457 860-358-6000; www.middlesexhospital.org	\$470,017,750	\$380,077,039 \$371,405,037	\$8,672,002	Hospital	Vincent G. Capece Jr. President & CEO
11	Connecticut Children's Medical Center 282 Washington St., Hartford, CT 06106 860-545-9000; www.connecticutchildrens.org	\$380,119,520	\$320,285,438 \$288,050,340	\$32,235,098	Hospital	James E. Shmerling President & CEO
12	University of Hartford 200 Bloomfield Ave., West Hartford, CT 06117 860-768-4100; www.hartford.edu	\$358,922,787	\$257,316,222 \$246,845,399	\$10,470,823	University	Walter Harrison (5) President
13	Loomis Institute A.K.A. Loomis Chaffee School 4 Batchelder Road, Windsor, CT 06095 860-687-6000; www.loomischaffee.org	\$322,432,366	\$47,629,718 \$48,405,391	(\$775,673)	Private school	Sheila Culbert Head of school & president of The Loomis Institute
14	MidState Medical Center (4) 435 Lewis Ave., Meriden, CT 06451 203-694-8200; www.midstatemedical.org	\$271,884,855	\$232,747,203 \$211,178,782	\$21,568,421	Hospital	Lucille Janatka President & CEO
15	Newman's Own Foundation 790 Farmington Ave., No. 4B, Farmington, CT 06032 860-284-4200; newmansownfoundation.org	\$231,096,299	\$35,250,598 \$27,657,414	\$7,593,184	Private foundation	Bob Forrester President & CEO
16	Goodwin College 1 Riverside Drive, East Hartford, CT 06118 860-528-4111; www.goodwin.edu	\$228,570,757	\$79,830,178 \$72,068,567	\$7,761,611	College	Mark E. Scheinberg President
17	Trustees of Westminster School 995 Hopmeadow St., Simsbury, CT 06070 860-408-3000; www.westminster-school.org	\$185,165,233	\$34,522,108 \$29,784,518	\$4,737,590	Private school	William V.N. Philip Headmaster
18	Miss Porter's School 60 Main St., Farmington, CT 06032 860-409-3500; www.missporters.org	\$164,491,331	\$39,566,558 \$24,833,295	\$14,733,263	Private school	Katherine G. Windsor Head of school
19	The Masonic Charity Foundation of Connecticut Inc. (6) P.O. Box 70, Wallingford, CT 06492 800-562-3952; www.masonicare.org	\$159,321,124	\$12,926,075 \$2,988,801	\$9,937,274	Foundation for senior health care and living facility	Jennifer A. King Executive director
20	Manchester Memorial Hospital (7) 71 Haynes St., Manchester, CT 06040 860-646-1222; www.echn.org	\$156,302,485	\$187,654,756 \$180,769,707	\$6,885,049	Hospital	Michael Collins (8) Interim CEO
21	Wadsworth Atheneum Museum of Art 600 Main St., Hartford, CT 06103 860-278-2670; www.thewadsworth.org	\$141,952,518	\$23,749,544 \$11,684,248	\$12,065,296	Museum	Thomas J. Loughman Executive director
22	Hospital for Special Care 2150 Corbin Ave., New Britain, CT 06053 860-223-2761; www.hfsc.org	\$141,499,982	\$152,658,358 \$150,725,926	\$1,932,432	Hospital	Lynn Ricci President & CEO
23	Suffield Academy 185 N. Main St., Suffield, CT 06078 860-386-4400; www.suffieldacademy.org	\$137,707,992	\$38,762,836 \$24,492,548	\$14,270,288	Private school	Charles Cahn, III Headmaster
24	The YMCA of Greater Hartford 90 State House Square, Hartford, CT 06103 860-522-4183; www.ghymca.org	\$130,716,121	\$32,395,959 \$30,158,937	\$2,237,022	Fitness Center	Harold Sparrow President & CEO
25	Connecticut Science Center 250 Columbus Blvd., Hartford, CT 06103 860-724-3623; www.ctsciencecenter.org	\$130,020,278	\$11,093,235 \$13,247,291	(\$2,154,056)	Museum	Matt J. Fleury President & CEO
26	Avon Old Farm School Inc. 500 Old Farms Road, Avon, CT 06001 860-404 4100; www.avonoldfarms.com	\$112,157,282	\$29,241,360 \$27,003,565	\$2,237,795	Private school	Kenneth H. LaRocque Headmaster
27	Bristol Hospital 41 Brewster Road, Bristol, CT 06010 860-585-3000; www.bristolhospital.org	\$111,991,654	\$138,062,012 \$136,633,273	\$1,428,739	Hospital	Kurt A. Barwis President & CEO
28	Jewish Community Foundation of Greater Hartford 333 Bloomfield Ave., Ste. D, West Hartford, CT 06117 860-523-7460; www.jcfhartford.org	\$108,939,901	\$12,024,190 \$5,273,519	\$6,750,671	Community foundation	Michael Johnston President & CEO
29	Oak Hill Foundation 120 Holcomb St., Hartford, CT 06112 860-242-2274; oakhillct.org	\$101,489,737	\$8,969,190 \$4,388,096	\$4,581,094	Foundation serving disabled	Barry Simon President
30	The Village for Families and Children 1680 Albany Ave., Hartford, CT 06105 860-236-4511; www.thevillage.org	\$100,459,995	\$29,782,113 \$28,331,141	\$1,450,972	Social-service organization	Galo Rodriguez President & CEO

Sources: Guidestar, a 501(c)(3) that collects and presents 990 forms for IRS-registered nonprofits, Foundation Center, Connecticut Dept. of Public Health Office of Health Care Access and foundation websites. Note: The Hartford Foundation for Public Giving, Community Foundation of Greater New Haven and Jewish Community Foundation of Greater Hartford also appear on our community foundations list. For this list, data are derived from IRS 990 tax filings. For the community foundations list, data are derived from annual financial reports. In some cases, figures differ as supporting organizations may be factored into annual financial reports.

(1) Part of Hartford HealthCare system.

(2) On March 31, 2016 announced plans to retire by March 2017.

(3) John F. Rodis became new president Jan. 1, 2016. He replaced Christopher M. Dadlez, who is now president and CEO of Trinity Health - New England, the new parent company of St. Francis Hospital.

(4) Part of Hartford Healthcare system.

(5) Gregory S. Woodward will succeed Harrison, upon his retirement, effective July 1, 2017.

(6) Foundation for Masonicare.

(7) Part of Eastern Connecticut Health Network.

(8) Michael Collins was named interim CEO of Eastern Connecticut Health Network in Oct. 2016, replacing former president and CEO Peter Karl, who resigned effective Sept. 30, for health reasons.

—Compiled by Heide Martin.



Compensation of Greater Hartford's nonprofit education presidents

(Ranked by total compensation, FY 2015)

Rank	Name/ Title	Organization/ City	Total compensation	Salary	Bonus and incentive compensation	Other compensation	Deferred compensation	Nontaxable benefits
1	Michael Roth President/trustee	Wesleyan University Middletown	\$892,989	\$522,522	\$0	\$8,250	\$241,293	\$120,924
2	Charles Cahn III Headmaster	Suffield Academy Suffield	\$735,043	\$503,748	\$0	\$0	\$193,000	\$38,295
3	Walter Harrison (1) President	University of Hartford West Hartford	\$715,889	\$482,137	\$0	\$18,167	\$150,562	\$65,023
4	Alexander Curtis Headmaster	Choate Rosemary Hall Foundation Wallingford	\$679,122	\$421,328	\$0	\$64,887	\$56,500	\$136,407
5	Katherine Windsor Head of school	Miss Porter's School Farmington	\$661,940	\$299,455	\$0	\$175,919	\$120,701	\$65,865
6	Dennis Bisgaard Head of school	Kingswood Oxford School Inc. West Hartford	\$641,422	\$341,306	\$0	\$150,979	\$50,800	\$98,337
7	Mark Scheinberg President/secretary	Goodwin College Inc. East Hartford	\$572,025	\$399,104	\$132,000	\$420	\$23,000	\$17,501
8	Bessie Speers (2) Former head of school	Ethel Walker School Inc. Simsbury	\$550,761	\$325,000	\$50,000	\$46,636	\$66,384	\$62,741
9	Sheila Culbert Head of school	The Loomis Chaffee School Windsor	\$543,963	\$373,257	\$0	\$0	\$135,000	\$35,706
10	Kenneth Larocque Headmaster	Avon Old Farms School Avon	\$481,022	\$352,157	\$35,000	\$0	\$45,650	\$48,215
11	Pamela Trottman Reid (3) Former president/trustee	University of St. Joseph West Hartford	\$414,545	\$291,633	\$17,000	\$18,500	\$28,600	\$58,812
12	William V.N. Philip Headmaster	Westminster School Simsbury	\$387,427	\$317,871	\$0	\$0	\$32,500	\$37,056
13	John Nozell Head of school	Cheshire Academy Cheshire	\$322,438	\$297,917	\$0	\$9,167	\$15,354	\$0
14	Joanne Berger-Sweeney (4) President	Trinity College Hartford	\$261,807	\$207,911	\$0	\$2,795	\$20,187	\$30,914
15	Jeffrey S. Bravin Executive director	American School for the Deaf West Hartford	\$210,736	\$185,783	\$4,462	\$346	\$0	\$20,145
16	Heidi Hadsell President	Hartford Seminary Hartford	\$209,426	\$180,341	\$0	\$0	\$21,774	\$7,311
17	Fred Weissbach Headmaster	Franklin Academy East Haddam	\$186,269	\$166,510	\$0	\$0	\$5,903	\$13,856
18	Terri Schrader (5) Head of school	Watkinson School Hartford	\$166,720	\$110,100	\$0	\$0	\$0	\$56,620
19	Raymond Lagan Head of school	The Master's School West Simsbury	\$154,197	\$96,614	\$0	\$0	\$2,500	\$55,083

Sources: GuideStar, a nonprofit that collects and presents 990 forms for IRS-registered nonprofits, Foundation Center and nonprofit websites. Note: University of Connecticut, Central Connecticut State University, Eastern Connecticut State University and Connecticut community colleges operate as state-sponsored organizations. They do not file tax returns as nonprofit organizations and are therefore not included on this list.

(1) Gregory S. Woodward will succeed Harrison, upon his retirement, effective July 1, 2017.

(2) Meera Viswanathan assumed role of president starting July 1, 2016.

(3) Retired and succeeded by Rhona C. Free in July, 2015.

(4) Succeeded James Jones Jr. as of July 1, 2014.

(5) Succeeded John Bracker as of July 1, 2014; figures reported are for a six-month period, July 1 through Dec. 31, 2014. This notation was added after the lists' initial publication on Dec. 26, 2016.

—Compiled by Heide Martin.



Largest community foundations in Connecticut

(Ranked by assets, FY 2015)

Rank	Foundation	Assets	Revenue/ Expenses	Top executive/ Title	Year founded
1	Hartford Foundation for Public Giving (1) 10 Columbus Blvd., 8th Floor, Hartford, CT 06106 860-548-1888; www.hfpg.org	\$888,320,069	\$30,359,411 \$43,730,887	Linda J. Kelly (2) President	1925
2	The Community Foundation for Greater New Haven 70 Audubon St., New Haven, CT 06510 203-777-2386; www.cfghn.org	\$502,337,398 (3)	\$23,459,641 (3) \$27,335,434 (3)	William W. Ginsberg President & CEO	1928
3	Fairfield County's Community Foundation 383 Main Ave., Norwalk, CT 06851 203-750-2300; www.fccfoundation.org	\$189,251,073	\$24,989,508 \$17,459,103	Juanita T. James President & CEO	1992
4	Jewish Community Foundation of Greater Hartford 333 Bloomfield Ave., Suite D, West Hartford, CT 06117 860-523-7460; www.jcfhartford.org	\$108,939,901	\$5,166,811 \$5,273,519	Michael Johnston President & CEO	1972
5	The Connecticut Community Foundation 43 Field St., Waterbury, CT 06702 203-753-1315; www.conncf.org	\$94,144,461	\$2,637,031 \$5,395,509	Paula Van Ness President & CEO	1923
6	Northwest Connecticut Community Foundation 32 City Hall Ave., Torrington, CT 06790 860-626-1245; www.northwestcf.org	\$87,817,079	\$2,964,593 \$3,950,436	Guy Rovezzi President & CEO	1969
7	Community Foundation of Eastern Connecticut 68 Federal St., New London, CT 06320 860-442-3572; www.cfect.org	\$63,262,434	\$9,195,801 \$6,105,411	Maryam Elahi President & CEO	1983
8	Community Foundation of Greater New Britain 74 A Vine St., New Britain, CT 06052 860-229-6018; www.cfghn.org	\$41,562,739	\$98,568 \$2,531,714	James Williamson President	1941
9	Main Street Community Foundation 120 Halcyon Drive, Bristol, CT 06010 860-583-6363; www.mainstreetfoundation.org	\$37,482,457	\$2,031,205 \$1,940,054	Susan D. Sadecki President & CEO	1995
10	The Valley Community Foundation 253-A Elizabeth St., Derby, CT 06418 203-751-9162; www.valleyfoundation.org	\$19,906,987	\$2,043,431 \$1,788,219	Sharon L. Closius President & CEO	2004

Sources: Foundation websites and audited financial statements or annual reports. Note: Total expenses include operational expenses and grant awards.

(1) Serves 29 towns, hundreds of nonprofits and more than 750,000 residents.

(2) On March 31, 2016 announced plans to retire by March 2017.

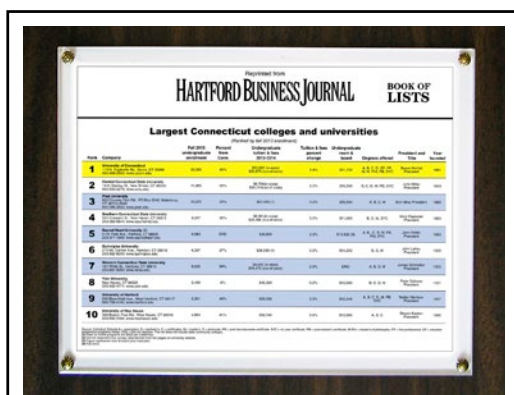
(3) As reported in combined financial statement for The Community Foundation for Greater New Haven and affiliate, Dec. 31, 2015.

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Largest Connecticut electric suppliers

(Ranked by total customers as of September 2016)

Rank	Company	Total customers/ Share of CT market	Total business customers/ Total residential customers	Chief executive/ Title
1	Direct Energy (1) 12 Greenway Plaza, Houston, TX 77046 713-877-3500; www.directenergy.com	59,634 11.2%	10,126 49,508	Badar Khan President & CEO
2	Public Power LLC (2) 1055 Washington Blvd., 7th Floor, Stamford, CT 06901 888-354-4415; www.ppandu.com	58,432 11.0%	5,500 52,932	Michael Fallquist CEO, Crius Energy
3	Ambit Energy P.O. Box 864589, Dallas, TX 75086 877-282-6248; ww2.ambitenergy.com	45,192 8.5%	3,963 41,229	Jere Thompson Jr. Co-founder & CEO
4	North American Power and Gas LLC 20 Glover Ave., Norwalk, CT 06850 888-313-9086; ww2.napower.com	39,789 7.5%	983 38,806	Deryl Brown CEO
5	ConEdison Solutions Inc. (3) 100 Summit Lake Drive, Suite 410, Valhalla, NY 10595 914-286-7000; www.conedsolutions.com	37,089 7.0%	3,762 33,327	Jorge J. Lopez President & CEO
6	Town Square Energy 208 W. Chandler Heights Road, Suite 102 , Chandler, AZ 85248 877-430-0093; townsquareenergy.com	23,743 4.5%	1,630 22,113	Randall Miller President
7	Constellation Energy (4) 100 Constellation Way, Baltimore, MD 21202 866-237-7693; constellation.com	21,994 4.1%	2,065 19,929	Joseph Nigro CEO (5)
8	SunWave Gas & Power CT Inc. 20 Marshall St., Suite 300, Norwalk, CT 06854 855-478-6928; www.gosunwavect.com	21,827 4.1%	1,221 20,606	Robert Weir President
9	Verde Energy USA Inc. 101 Merritt Seven, 2nd Floor, Norwalk, CT 06851 800-388-3862; www.lowcostpower.com	20,150 3.8%	603 19,547	Thomas Fitzgerald CEO
10	Liberty Power Corp. 1901 W. Cypress Creek Road, #600, Fort Lauderdale, FL 33309 866-769-3799; libertypowercorp.com	19,166 3.6%	2,699 16,467	David Hernandez Co-founder & CEO
11	Spark Energy LP 2105 CityWest Blvd., Suite 100, Houston, TX 77042 877-547-7275; www.sparkenergy.com	17,805 3.3%	2,743 15,062	Nathan Kroeker Director, president & CEO
12	Discount Power Inc. 6 Armstrong Road, Shelton, CT 06484 877-259-7693; discountpowerinc.com	14,932 2.8%	1,243 13,689	David Gable President
13	Starion Energy Inc. P.O. Box 845, Middlebury, CT 06762 800-600-3040; www.starionenergy.com	14,735 2.8%	590 14,145	Ruzhdi Dauti President
14	Think Energy (6) 1990 Post Oak Blvd., Suite 1900, Houston, TX 77056 713-636-0000; www.gdfsuezna.com	14,094 2.6%	896 13,198	Zin Smati President & CEO GDF SUEZ North America Inc.
15	Clearview Electric Inc. 1201 Elm St., Suite 3200, Dallas, TX 75270 800-746-4702; clearviewenergy.com/state/Connecticut	12,224 2.3%	66 12,158	Frank McGovern Founder & CEO
16	Constellation New Energy Inc. (7) 100 Constellation Way, Baltimore, MD 21202 866-237-7693; www.constellation.com	11,993 2.2%	10,089 1,904	Joseph Nigro CEO (5)
17	Viridian Energy Inc. (2) 1055 Washington Blvd., Stamford, CT 06901 866-663-2508; www.viridian.com	10,526 2.0%	1,399 9,127	Michael Fallquist CEO, Crius Energy
18	Perigee Energy LLC 3 Sugar Creek Center Blvd., Suite 450, Sugar Land, TX 77478 866-878-3492; perigeeenergy.com	9,365 1.8%	736 8,629	Steven D. Guy CEO
19	NRG Retail Solutions (8) 1201 Fannin St., Houston, TX 77002 713-537-3000; www.nrg.com	8,466 1.6%	1,700 6,766	Elizabeth Killinger President, NRG Retail and Reliant
20	Noble Americas Energy Solutions LLC (9) 401 W. A St., Suite 500, San Diego, CA 92101 877-273-6772; noblesolutions.com	8,060 1.5%	7,838 222	James Wood President
21	Abest Power & Gas LLC 200 Connecticut Ave., Norwalk, CT 06854 888-987-6937; www.abestpower.com	7,469 1.4%	1,744 5,725	Frank Rosa Founder & CEO
22	Direct Energy Business LLC (10) 1001 Liberty Ave., Suite 1200, Pittsburgh, PA 15222 800-830-5923; business.directenergy.com	7,370 1.4%	7,042 328	John Schultz President
23	XOOM Energy Connecticut LLC 11208 Statesville Road, Suite 200, Huntersville, NC 28078 888-997-8979; xoomenergy.com/en/ct-energy-company	7,160 1.3%	1,030 6,130	Thomas Ulry CEO
24	Connecticut Gas & Electric Inc. (11) 222 Main St., Suite 108, Farmington, CT 06032 866-568-0289; www.ctgande.com	7,057 1.3%	1,304 5,753	Kevin McMinn COO, US Gas & Electric
25	Aequitas Energy Inc. 240A Sargent Drive, New Haven, CT 06511 855-799-8200; aequitasenergy.com	4,975 0.9%	1,615 3,360	Steven Laker CEO
26	NextEra Energy Services Connecticut LLC 20455 State Highway 249, Suite 200, Houston, TX 77070 877-528-2890; nexteraenergyservices.com	4,704 0.9%	2,884 1,820	Brian Landrum President
27	Energy Plus Holdings LLC (12) P.O. Box 38815, Philadelphia, PA 19104 877-770-3092; www.energypluscompany.com	4,296 0.8%	563 3,733	Judith Lagano SVP & regional president, East division of NRG
28	Choice Energy (13) 1031 Office Park Road, West Des Moines, IA 50265 888-565-4490; 4choiceenergy.net	3,764 0.7%	103 3,661	Michael Needham Owner
29	Reliant Energy (14) 1201 Fannin St., Houston, TX 77002 866-660-4900; reliant.com	2,372 0.4%	493 1,879	Elizabeth Killinger President, NRG Retail and Reliant
30	PALMco Energy 1350 60 St., Brooklyn, NY 11219 877-726-5862; palmcoenergy.com	1,190 0.2%	21 1,169	Robert Palmese President (15)

Source: Connecticut Public Utilities Regulatory Authority with special thanks to Mike Coyle, company websites.
(1) A subsidiary of Centrica plc.
(2) Brand of Crius Energy.
(3) A subsidiary of Consolidated Energy Inc.
(4) A subsidiary of Exelon Corp.
(5) Also executive vice president at parent, Exelon Corp.
(6) Affiliated with GDF Suez Retail Energy Solutions LLC.
(7) Part of Constellation Energy Group, a subsidiary of Exelon Corp.
(8) Part of NRG Energy Inc.
(9) A subsidiary of Noble Group Ltd.
(10) Subsidiary of Direct Energy Marketing Ltd., which is a subsidiary of Centrica plc.
(11) A subsidiary of US Gas & Electric Inc.
(12) A subsidiary of NRG Energy. Not currently enrolling new customers in CT.
(13) D/b/a 4 Choice Energy.
(14) A subsidiary of NRG Energy Inc.
(15) Also president of Columbia Utilities.
—Compiled by Stephanie R. Meagher.

Brownfield redevelopment funding recipients (1)

(Ranked by total amount of funding, FY 2016)

Rank	Applicant/ Project	Amount funded	Type of assistance	Funding source	Total project cost
1	Greenway Commons Improvement District Greenway Commons 317 Center St. Southington, CT 06489	\$1,500,000	Loan	Brownfield Remediation Program	\$4,500,000
2	Dakota Partners Targeted Brownfield Development Loan 390 Capital Ave. Hartford, CT 06106	\$1,300,000	Loan	Brownfield Remediation Program	\$35,506,486
3	Bhagya Partners Inc. Targeted Brownfield Development Loan 375 Howard Ave. Bridgeport, CT 06605	\$1,176,300	Loan	Brownfield Remediation Program	\$34,479,239
4	70 Pop LLC Capewell Lofts 70 Popieluszko Court Hartford, CT 06106	\$800,000	Loan	Brownfield Remediation Program	\$800,000
5	City of Meriden Brownfield Grant & Loan Combo 1 King Place Meriden, CT 06451	\$401,000	\$180,000-grant; \$221,000-loan	Brownfield Remediation Program	\$401,000
6	City of New Haven Brownfield Historic Grant 198 River St. New Haven, CT 06513	\$300,000	Grant	Brownfield Remediation Program	\$300,000
6	City of Bridgeport Brownfield Historic Grant 889 Barnum Ave. Bridgeport, CT 06608	\$300,000	Grant	Brownfield Remediation Program	\$400,000
6	Town of Haddam Brownfield Historic Grant Route 154, Jail Hill Road Haddam, CT 06438	\$300,000	Grant	Brownfield Remediation Program	\$300,000
6	Town of Vernon Brownfield Historic Grant 98 East Main St. Vernon, CT 06066	\$300,000	Grant	Brownfield Remediation Program	\$300,000
10	Town of Windsor Locks Municipal Brownfield Grant 25 Canal Bank Road Windsor Locks, CT 06450	\$200,000	Grant	Brownfield Remediation Program	\$300,000
10	Town of Enfield MBAI Grant, Round 4 98 Prospect St. Enfield, CT 06082	\$200,000	Grant	Brownfield Remediation Program	\$200,000
12	Town of East Hartford Municipal Brownfield Grant 590 Burnside Ave. East Hartford, CT 06108	\$175,000	Grant	Brownfield Remediation Program	\$175,000
13	Town of Berlin Municipal Brownfield Grant 73 Woodlawn Road Berlin, CT 06037	\$78,400	Grant	Brownfield Remediation Program	\$112,000
14	South Central Regional Economic Development Corp. MBAI Grant, Round 4 53 Atwater St. Bethany, CT 06524	\$75,000	Grant	Brownfield Remediation Program	\$75,000
15	First Calvary Baptist Church SCPRIIF Loan 605 Dixwell Ave. New Haven, CT 06511	\$60,000	Loan	Special Contaminated Property Remediation and Insurance Fund (2)	\$310,000

Source: Conn. Department of Economic and Community Development (DECD) brownfield portfolio report.
(1) Conn. Department of Energy and Environmental Protection and the Department of Economic and Community Development's Office of Brownfield Remediation and Redevelopment (OBRD) work closely together to provide liability relief and financial assistance for cleanup and redevelopment of brownfields in Connecticut. For more information, contact Mark Lewis, 860-424-3768; mark.lewis@ct.gov.
(2) SCPRIIF loans will generally have terms of five years. The program provides a bridge loan to allow the applicant to conduct investigations, demolition and site remediation. Interest is paid during the term of the loan and the principal is repaid at the end of the term of the loan or when the site is later sold or leased or when the environmental remediation is complete. The current interest rate charged on loans is below market rate (3 percent APR) but may fluctuate depending on the state's borrowing costs. Most loans require collateral and personal guarantees. For an application package, contact Ned Moore, 860-270-8148; edwin.moore@po.state.ct.us.
—Compiled by Stephanie R. Meagher.

Telecommunications providers in Connecticut

(Ranked by number of Connecticut employees as of August 2016)

Rank	Company	Headquarters	CT employees/ CT customers	Products and services	Top executive/ Title	Year founded
1	Frontier Communications 310 Orange St. New Haven, CT 06510 203-771-3232; www.frontier.com	Norwalk, CT	3,000 652,000	Vantage TV, internet and voice; broadband, video, wireless internet data access; digital protection, solutions and equipment for small, medium and enterprise businesses	Dan McCarthy President & CEO Ken Arndt President, Frontier Communications East Region (CT, OH, NY, PA & WV) Paul Quick President & CT general manager	1935
2	Comcast Western New England Region 222 New Park Drive Berlin, CT 06037 860-505-3399; www.comcastcorporation.com	Philadelphia, PA	1,473 DND	Comcast Cable video, high-speed internet and phone services; NBCUniversal news, entertainment and sports cable networks	Michael Parker Sr. vice president, Western New England Region	1963
3	Verizon Wireless P.O. Box 5029 Wallingford, CT 06492 800-922-0204; www.verizonwireless.com	Basking Ridge, NJ	1,400 (1) DND	4G LTE network, other technology and device offerings	Christine Berberich President, New England Region	2000
4	Charter Communications Inc. 400 Atlantic St. Stamford, CT 06901 203-905-7800; www.charter.com	Stamford, CT	851 DND	Spectrum TV, internet and voice; Spectrum business; Spectrum Reach advertising and promotional solutions	Thomas M. Rutledge President & CEO	1993
5	Cox Communications 170 Utopia Road Manchester, CT 06042 860-468-5106; www.cox.com	Atlanta, GA	204 DND	Nationwide network, broadband communications and entertainment, digital video, internet, telephone and home security and automation services	Jay Allbaugh Senior vice president & regional manager	1962
6	Total Communications Inc. (2) 333 Burnham St. East Hartford, CT 06108 860-282-9999; www.totalcomm.com	East Hartford, CT	115 17,000	Unified communications and collaboration, carrier services, enterprise networks, security, structured cabling, internet, computer, business continuity and flash storage	Ken Arndt President, Frontier Communications East Region (CT, OH, NY, PA & WV) Scott Lennon President	1980
7	AEON (3) 1 Barnes Industrial Road, South Wallingford, CT 06492 877-246-2366; www.theaeonsolution.com	Wallingford, CT	65 DND	Phone, voice-over-IP, internet and cloud services	Richard Minervino Chairman & CEO	1964
8	Century Link 383 Main Ave. Norwalk, CT 06851 855-217-0678; www.centurylink.com	Monroe, LA	35 DND	Global communications, hosting, cloud and IT services, network and data systems management, Big Data analytics, IT consulting, broadband, voice, video, data and managed services	Glen F. Post III President & CEO	1930
9	Windstream Communications 250 Constitution Plaza Hartford, CT 06103 860-656-0313; www.windstreambusiness.com	Little Rock, AR	30 DND	Voice, data, network and cloud solutions	Jason Grover Regional director	1984
10	Nutmeg Technologies 279 Nutmeg Road, South South Windsor, CT 06074 860-291-9718; www.nutmegtech.com	South Windsor, CT	25 DND	Voice-over-IP, managed IT, unified communications, server and network support, electrical and structured cabling, voice and data networks, cyber security, video surveillance and access control	Lisa Smith President	2008
11	Hilltop Technologies LLC 11 Kenny Roberts Memorial Drive Suffield, CT 06078 860-668-5285; www.hilltoptech.com	Suffield, CT	17 DND	Voice-over-IP, hosted cloud voice, Avaya, ShoreTel solutions, network services, data products	Alicia F. Zyzniewska, Member & CEO Owen Wilson Chief sales officer	1999
12	Data-Link Corp. 98 Main St. South Meriden, CT 06451 203-235-3282 or 800-286-3282; www.data-linkcorp.com	Meriden, CT	12 250	Structured cabling, voice and data products, audio/video, CCTV and access control	James V. Courmoyer, President Fred Robertson, Chief business development officer	1986
13	Unified Communications Group 504 Main St. Farmington, CT 06032 860-656-1000; www.unifiedusa.com	Farmington, CT	12 2,600	Voice-over-IP, dedicated cloud, data center, SIP trunking (4)	Dwayne M. Connelly Partner	1990
14	Granite Communications Inc. 55 Middletown Ave., Suite 1 North Haven, CT 06473 203-234-4900; www.granitecomm.com	North Haven, CT	10 2,500	Business phone systems, cloud phone systems, voice and data cabling, paging and public address systems, network services, fiber optic networks and call center solutions	Gregg Houghton Scott Ward Partners	1996
15	Harbor Network 26 Lakeside Blvd., East Waterbury, CT 06708 475-235-4600; www.harbornetworks.com	Framingham, MA	10 100	IP telephony, unified communications, video conference, wireless, data networking and LAN-WAN	Jim J. White Senior consultant	1995
16	Phonetel Inc. 12 Capital Drive Wallingford, CT 06492 203-284-9488; www.phonetelinc.com	Wallingford, CT	10 6,000	Hosted systems, SIP trunks, traditional systems, IP cameras, Cat 6, 7 wiring, data cabling certification, re-seller for Comcast and Cox phone and internet services (4)	Dan A. Link President	1998
17	Extel Communications Inc. 75 Ardmore St. Fairfield, CT 06824 203-256-4744; www.extelweb.com	Fairfield, CT	9 735	Telephone, IP and voicemail installation; voice, data and fiber cabling; local, long distance and broadband; service and maintenance plans and emergency support	Richard Hyde President	1987
18	Genie Innovations Inc. (5) 93 Farmstead Lane Windsor, CT 06095 860-610-6006; www.ip-genie.com	Windsor, CT	7 DND	Hosted and customer-premise voice-over-IP service including data, networking, audio/video conferencing, unified communications, collaboration and cloud-based applications	George J. Taylor Jr. President	2009
19	American Business Telephone and Technologies LLC 1651 Tolland Turnpike Manchester, CT 06042 860-643-2200; www.abtelephone.com	Manchester, CT	5 DND	Phone repair and telecom paint refinishing facility, digital, voice-over-IP and ISDN phones and hardware installation for commercial, government, schools and retail (6)	Nancy Ferguson CEO	1997
20	Custom Phone Inc. 169 East Ave. Norwalk, CT 06851 203-866-3494; www.customphone.com	Norwalk, CT	5 450	Installation and management of business telecommunications systems for voice, video and data	Pete Harrison President	1983

Source: Each company via survey.
 Notes: Unable to confirm data for Rocky Hill's Sprint office; 160 CT employees were reported in 2015. AT&T declined to participate in this year's survey; its CT wireline business was sold to Frontier Communications in 2015. DND = did not disclose.
 (1) Data from 2015 survey.
 (2) Wholly-owned subsidiary of Frontier Communications.
 (3) Formerly Prescient Worldwide.
 (4) SIP = session initiation protocol.
 (5) Formerly FTG Inc. dba Farmstead Telephone Group.
 (6) ISDN = integrated service digital network.
 —Compiled by Stephanie R. Meagher.



Largest tourist attractions in Connecticut

(Ranked by estimated 2015 attendance)

Rank	Attraction	2015 attendance	Employees/ Volunteers	Description	Top executive(s)	Year founded
1	Foxwoods Resort Casino 350 Trolley Line Blvd. Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	12,833,043	6,500	Hospitality, entertainment, gaming, retail, dining, golf, spa and hotel	Felix D. Rappaport	1992
2	Mohegan Sun 1 Mohegan Sun Blvd. Uncasville, CT 06382 888-MOHEGAN; mohegansun.com	7,300,000 (1)	6,735	Entertainment, gaming, dining, shopping, hotel, spa, meetings and conventions	Ray Pineault	1996
3	Riverfront Recapture 50 Columbus Blvd. Hartford, CT 06016 860-713-3131; www.riverfront.org	951,458	96 (2) 1,987	Variety of events and recreational activities	Michael Zaleski	1981
4	Mystic Aquarium 55 Coogan Blvd. Mystic, CT 06355 860-572-5955; www.mysticaquarium.org	662,224	250 300	Underwater worlds and creatures including beluga whales, penguins and more; interactive experiences, exhibits and animal adventures	Stephen M. Coan	1973
5	Elizabeth Park Conservancy 1561 Asylum Ave. West Hartford, CT 06117 860-231-9443; www.elizabethparkct.org	500,000	5 1,000	Grounds include the oldest municipal rose garden, recreational areas, facilities and more	Christine M. Doty	Park 1897, Conservancy 1977
6	The Maritime Aquarium at Norwalk 10 N. Water St. Norwalk, CT 06854 203-852-0700; www.maritimeaquarium.org	459,829	125 337	Exhibits sharks, seals, sea turtles, jellyfish, river otters and other animals native to Long Island Sound and its watershed; study cruises, educational programs and IMAX movie theater	Brian Davis	1988
7	Connecticut Science Center (3) 250 Columbus Blvd. Hartford, CT 06103 860-724-3623; www.ctsciencecenter.org	332,000	143 (4) 44 (4)	Science-based museum, educational and tourism venue	Matt J. Fleury	2009
8	Bushnell Park (5) P.O. Box 230778 Hartford, CT 06123 860-232-6710; www.bushnellpark.org	300,000	23 (6)	Weekly tours of the Soldiers and Sailors Memorial Arch, and several other monuments in a 38-acre park, including the Corning Fountain, Spirit of Victory and the Horace Wells monument	Mary Zeman	1854
9	Connecticut's Beardsley Zoo 1875 Noble Ave. Bridgeport, CT 06610 203-394-6565; www.beardsleyzoo.org	280,000	40 (7) 120	300 animals representing primarily North and South American species; South American rainforest with aviary, prairie dog exhibit, farmyard; hoofstock trail featuring bison, pronghorn, deer, cafe, picnic grove, indoor carousel	Gregg Dancho	1922
10	Mystic Seaport 75 Greenmanville Ave. Mystic, CT 06355 860-572-0711; www.mysticseaport.org	258,829	350 600	Maritime museum featuring historic tall ships, a working preservation shipyard, a re-created seafaring village, exhibits and more	Stephen C. White	1929
11	Stony Creek Brewery 5 Indian Neck Ave. Branford, CT 06405 203-433-4545; stonycreekbeer.com	240,762 (8)	37	Located on the Branford River waterfront, open for tastings, tours and special events	Ed Crowley	2015
12	Yale University Art Gallery 1111 Chapel St. New Haven, CT 06510 203-432-0600; artgallery.yale.edu	221,000	132 (9) 32 (9)	Oldest college art museum in America, and the third oldest in the world; holds more than 200,000 objects	Jock Reynolds	1832
13	Quassy Amusement & Waterpark 2132 Middlebury Road Middlebury, CT 06762 203-758-2913; www.quassy.com	220,000	N/A	Family amusement and waterpark on Lake Quassapaug with more than two-dozen rides and attractions	George Frantzis II	1908
14	Toyota Presents Oakdale Theatre (10) 95 S. Turnpike Road Wallingford, CT 06492 203-269-8721; specialevents.livenation.com	176,649	35	Year-round concert venue and event space for graduations, weddings, parties, proms, galas, meetings and more	Natalie Krohn	1954
15	Essex Steam Train & Riverboat (Valley Railroad Co.) 1 Railroad Ave. Essex, CT 06426 860-767-0103; www.essexsteamtrain.com	170,000	200	Narrated steam-train and riverboat excursion, weekend Essex Clipper Dinner Train, seasonal excursions, sunset cruise, fall foliage and Christmas trains such as North Pole Express and Santa Special	Kevin Dodd	1971
16	Yale Peabody Museum of Natural History 170 Whitney Ave. New Haven, CT 06511 203-432-5050; www.peabody.yale.edu	145,000	77 337	Jurassic-age dinosaur skeletons from the Peabody's paleontology collections, Rudolph Zallinger's mural "The Age of Reptiles"; exhibits on ancient Egypt, early man, CT geology, CT birds, minerals and meteorites	David Skelly	1866
17	Brownstone Exploration and Discovery Park (11) 161 Brownstone Ave. Portland, CT 06480 866-860-0208; brownstonepark.com	130,000	225	Outdoor adventure sports park for all abilities and ages; rock climbing, wakeboarding, kayaking, snorkeling, cliff jumping, scuba diving, "Survivor-style" competitions, zip lines, swimming, floats, trails; groups, lessons and rentals	Sean Hayes	2009
17	Powder Ridge Mountain Park & Resort (11) 99 Powder Hill Road Middlefield, CT 06455 860-349-3454; powderridgepark.com	130,000	225	Resort for all ages; skiing, snowboarding, tubing, mountain biking; rental and lodging facilities, cafeteria, lockers, shops; lessons, annual leasing programs, group discounts, school and corporate groups	Sean Hayes	2012
19	Historic Ship Nautilus and Submarine Force Museum 1 Crystal Lake Road Groton, CT 06349 860-694-3174; www.usشناutilus.org	125,639	7 33	U.S. Navy's official submarine museum with tours of the Nautilus, the first nuclear-powered submarine	Gretchen Marion Reginald Preston	1964
20	The Children's Museum 950 Trout Brook Drive West Hartford, CT 06119 860-231-2824; www.thechildrensmuseumct.org	110,000	50 135	A multidisciplinary learning center featuring a planetarium, wildlife sanctuary, preschool, hands-on educational exhibits, public programs, on-site and outreach educational programs, and a second site, Roaring Brook Nature Center	Michael Werle	1927
21	The Goodspeed Opera House 6 Main St. East Haddam, CT 06423 860-873-8668; www.goodspeed.org	102,800	250 40	Musicals featuring Broadway's actors, directors and designers with nearby restaurants, shops and galleries; first theatre in the nation to be honored with two Tony awards	Michael Gennaro	1963
22	New Britain Museum of American Art 56 Lexington St. New Britain, CT 06052 860-229-0257; www.nbmaa.org	91,154	44 451	300 years of America's artistic output, 16 galleries, exhibitions and installations, traditional to contemporary, age-appropriate studio classes in three new art studios, cafe and shop	Min Jung Kim	1903
23	Hartford Stage Co. 50 Church St. Hartford, CT 06103 860-527-5151; www.hartfordstage.org	90,564	80	Tony award-winning theater producing six main-stage productions and "A Christmas Carol"	Michael Stotts Darko Tresnjak	1964

Source: Each attraction via survey, Connecticut Office of Tourism. Notes: N/A = not available or not applicable. Lake Compounce of Bristol declined to participate in the survey.
(1) Average annual attendance.
(2) 15 full-time and 81 seasonal employees.
(3) Data are from fiscal year 2014, the most recent available.
(4) Data from FY 2014 Form 990.
(5) Run by the Bushnell Park Foundation.
(6) Bushnell Park Foundation reported 23 employees with no compensation on FY 2013 Form 990.
(7) 32 seasonal employees.
(8) March - December 2015.
(9) Data from 2015 survey.
(10) Data are from 2015 survey.
(11) Powder Ridge is part of Brownstone Exploration and Discovery Park; 2015 attendance and employee figures were reported as one company.
—Compiled by Stephanie R. Meagher.

Largest brewers in Connecticut

(Ranked by number of employees as of August 2016)

Rank	Brewer	No. of employees/ Public tours	Type/ Barrels produced annually (1)	No. of varieties/ Top brands	Head brewer	Year founded
1	Two Roads Brewing Co. 1700 Stratford Ave. Stratford, CT 06615 203-335-2010; tworoadsbrewing.com	100 Y	Regional 15,000 - 50,000	40 Ol'Factory Pils, No Limits Heifeweizen, Honeyspot Road IPA, Worker's Comp Saison, Espressoway Coffee Stout	Phil Markowski Master brewer	2012
2	Stony Creek Brewery 5 Indian Neck Ave. Branford, CT 06405 203-433-4545; stonycreekbeer.com	37 Y	Regional 15,000 - 50,000	13 Docktime, Big Cranky, Stony Joe, Lil Cranky, Cranky and Sun Juice (2)	Ed Crowley Owner	2010
3	Cambridge House Brew Pub 357 Salmon Brook St. Granby, CT 06035 860-653-2739; cbh.beer	35 Y	Brewpub 600	100 Abijah Rowe IPA, Copper Hill Kolsch	Chris DeGasero	2005
4	Thimble Island Brewing Co. 16 Business Park Drive Branford, CT 06405 203-208-2827; thimbleislandbrewery.com	25 Y	Microbrewery 8,000	12 American Ale, Coffee Stout, Ghost Island Double IPA, Thimble Lager	Mike Fawcett Director & VP	2010
5	Shebeen Brewing Co. 1 Wolcott Road Wolcott, CT 06716 203-514-2336; shebeenbrewing.com	20 Y	Microbrewery 3,600	90 Cannoli Beer, Turbo IPA, Connecticut United FC Pilsner, Black Hop IPA, Golden Honey Imperial IPA, Double Rye Porter	Matt Bellemare	2012
6	Powder Hollow Brewery 504 Hazard Ave. Enfield, CT 06082 860-205-0942; powderhollowbrewery.com	15 Y	Brewpub 1,000	10 West Coast IPA, 1929 Prohibition Porter, Hop Hazard Double IPA, Strawberry Fields	Michael McManus Owner	2014
7	Firefly Hollow Brewing Co. LLC 139 Center St. Bristol, CT 06010 860-798-8863; fireflyhollowbrewing.com	11 Y	Microbrewery 500 - 15,000	8 (3) Coneflakes IPA, Lizard Breath IPA, Toadstool Stout, Trains Best Bitter, Moonrise Amber, Redlantern Irish Red	Dana Bourque President	2013
8	OEC Brewing , The Order of the Eccentric Boilers 7 Fox Hollow Road Oxford, CT 06478 203-295-2831; oecbrewing.com	7 Y (4)	Brewpub 500 - 15,000	25 (5) Tempest, Exilis, Experimentalis	Ben Neidhart	2014
9	Back East Brewing 1296 Blue Hills Ave., Suite A Bloomfield, CT 06002 860-242-1793; backeastbrewing.com	6 Y	Microbrewery 500 - 15,000	25 Misty Mountain IPA, Palate Mallet, Back East Ale	Tony Karłowicz, CEO Edward Fabrycki, President Brian Flach, Head brewer	2012
10	Black Hog Brewing Co. 115 Hurley Road, Building 9A Oxford, CT 06478 203-262-6075; blackhogbrewing.com	6 Y	Microbrewery 4,000	30 Easy Rye' Da Session IPA, Ginga Ninja Red IPA, Hog Water IPA, Granola Brown Ale, Coffee Milk Stout (6)	Tyler Jones Justin Benvenuto	2014
11	Outer Light Brewing Co. 266 Bridge St. Groton, CT 06340 475-201-9972; outerlightbrewing.com	6 N	Microbrewery 500 - 15,000	12 Lonesome Boatman Ale, Libation Propaganda Coffee Stout, SUBduction IPA	Tyler Cox	2013
12	Veracious Brewing 246 Main St. Monroe, CT 06468 203-452-7332; veraciousbrewing.com	6 Y	Microbrewery 1,000	14 29 Pews American IPA, Lucy's Last Call Belgian Golden, Problem Child IPA, Black Velder Imperial Stout	Mark Szamatulski Co-owner	2015
13	Hog River Brewing Co. (7) 1429 Park St., Unit 115 Hartford, CT 06106 860-206-2119; hogriverbrewing.com	5 Y (8)	Microbrewery 500 - 15,000	6 Rotating	Ben Braddock Joy Braddock Owners	2016
14	Cold Creek Brewery 6 Industrial Drive Ellington, CT 06029 860-858-1900; coldcreekbrewery.com	4 Y	Brewpub 500 - 15,000	7 (3) Adelaide APA, Elynour Imperial IPA, Winnie Stout	Sean Piel	2015
15	Labyrinth Brewing Co. 148 Forest St. Manchester, CT 06040 N/A; labyrinthbrewingcompany.com	4 N	Microbrewery less than 500 barrels	N/A Cerberus Pale Ale Series, Pan's IPA	Sean Guara Chris Walnum	2016
16	Witchdoctor Brewing Co. 168 Center St. Southington, CT 06489 N/A; www.witchdoctorbrewing.com	3 Y	Brewpub 500 - 15,000	4 Inner Eye Rye Pale Ale, Pauper's Porridge, Oatmeal Amber Ale, The Antidote Kolsch, Monkshood Belgian Saison	Josh Norris	2013
17	No Worries Brewing Co. 2520 State St. Hamden, CT 06517 203-691-6662; noworriesbeer.com	2 Y	Microbrewery 500 - 15,000	12 Hakuna Matata Blonde Ale, Boned IPA, Say it Loud Brown Ale, Satisfaction Imperial IPA	Kevin Mark Dan Whittle	2015
18	Overshores Brewing 250 Bradley St. East Haven, CT 06512 203-909-6224; overshores.com	1 Y	Microbrewery less than 500 barrels	N/A Blanc de Blanche Wit, Belle Fermiere Saison, Tripel Brun, Belgique du Noire, Qwad	Christian Amport Founder	2014
19	Still Hill Brewery 1275 Cromwell Ave., Building C, Unit 8/9 Rocky Hill, CT 06067 860-436-6368; stillhillbrewery.com	1 Y	Microbrewery 500 - 15,000	N/A Still Hill IPA, Red Storm Ryesing, Chorus Frog IPA	Scott Barbanel	2016

Source: Each brewer via survey and Brewers Association.
Notes: Regional brewers produce 15,000-6 million barrels per year; microbreweries produce less than 15,000 barrels per year with 75 percent or more beer sold off-site; brewpubs sell 25 percent or more beer on-site. N/A = Not available.
(1) Some brewers preferred to give a range.
(2) Docktime won a gold medal in the World Beer Cup.
(3) Twenty seasonally rotating brands.
(4) Limited tours sell out quickly.
(5) Seasonally rotated.
(6) Granola Brown Ale won a gold medal in the World Beer Cup.
(7) Opened Aug. 20, 2016.
(8) Please, call ahead.
—Compiled by Stephanie R. Meagher and Heide Martin.



Largest shopping centers in Connecticut

(Ranked by gross leasable area as of September 2016)

Rank	Shopping center	Gross leasable area (sq. ft.)	No. of stores	Anchor stores	Parking spaces	General manager	Owner	Year opened
1	Connecticut Post Mall (1) 1201 Boston Post Road Milford, CT 06460 203-301-2240; shopconnecticutpostmall.com	1,335,000	150	Macy's, Sears, Target, JCPenney, Dick's Sporting Goods, Cinemark Connecticut Post 14	5,400	Daniel Kiley	Centennial Real Estate	1960
2	Westfarms 1500 New Britain Ave. West Hartford/Farmington, CT 06032 860-561-3024; www.shopwestfarms.com	1,310,000	165	Nordstrom, Lord & Taylor, Macy's, Macy's Men's Store and Furniture Gallery, JCPenney	6,500	Kevin Keenan	The Taubman Co.	1974
3	Danbury Fair 7 Backus Ave. Danbury, CT 06810 203-743-3247; www.danburyfairmall.com	1,300,000	200	Macy's, Lord & Taylor, Sears, JCPenney, Dick's Sporting Goods, Primark, XXI Forever	NA	Maura Ruby	Macerich	1986
4	Brass Mill Center & Commons 495 Union St. Waterbury, CT 06706 203-755-5000; www.brassmillcenter.com	1,200,000	140	Macy's, JCPenney, Sears, Burlington, Regal Cinemas, Shopper's World	5,583	Tony Guerriero	General Growth Properties	1997
5	Westfield Trumbull 5065 Main St. Trumbull, CT 06611 203-372-4500; www.westfield.com/trumbull	1,130,853	169	JCPenney, Macy's, Lord & Taylor, Target	4,436	Patrick Madden	Westfield	1962
6	The Shoppes at Buckland Hills 194 Buckland Hills Drive Manchester, CT 06042 860-644-1450; www.theshoppesatbucklandhills.com	1,000,000	120	Macy's, JCPenney, Sears, Dick's Sporting Goods, Barnes & Noble	5,144	Andrew Sufian	General Growth Properties	1990
7	Westfield Meriden 470 Lewis Ave. Meriden, CT 06451 203-235-3343; www.westfield.com/meriden	903,583	129	Macy's, Boscov's, Sears	4,065	Ken Sterba	Westfield	1971
8	Crystal Mall (2) 850 Hartford Turnpike Waterford, CT 06385 860-442-8500; www.simon.com/mall/crystal-mall	774,894	120	Macy's, JCPenney, Christmas Tree Shops, Bed Bath & Beyond, Sears	3,959	Karen Tarantino	Simon Property Group	1984
9	Stamford Town Center 100 Greyrock Place Stamford, CT 06901 203-653-9930; www.shopstamfordtowncenter.com	769,000	130	Macy's, Saks Off Fifth	4,000	Dan Stolzenbach	The Taubman Co.	1982
10	Enfield Square 90 Elm St. Enfield, CT 06082 860-745-7000; www.shopenfieldmall.com	767,000	78	Target, Sears, Enfield Cinema 12	3,412	Marty Pelosi	Madison Marquette	1971
11	Lisbon Landing (2) 160 River Road Lisbon, CT 06351 617-232-8900; www.lisbon-landing.com	560,000	17	Dick's Sporting Goods, Home Depot, Kohl's, Wal-Mart	2,467	NA (3)	WS Development	2001
12	Killingly Commons 581 Hartford Pike Dayville, CT 06241 914-644-8489; kiterealty.com	506,086	24	Lowe's, Target	2,764	Robert McGuinness	Kite Realty Group	2008
13	The Shoppes at Farmington Valley 110 Albany Turnpike Canton, CT 06019 860-693-3059; www.theshoppesatfarmingtonvalley.com	426,000	44	Kohls, ShopRite, Dick's Sporting Goods, Barnes & Noble	1,745	Denise L. Robidoux	WS Development	2004
14	The Promenade Shops at Evergreen Walk 501 Evergreen Way, Suite 503 South Windsor, CT 06074 860-432-3398; www.thepromenadeshopsatevergreenwalk.com	352,396	60	L.L.Bean, Old Navy	1,969	Elizabeth Maheu	Evergreen Walk Lifestyle Center LLC and Buckland Road Retail LLC	2004
15	Blue Back Square 65 Memorial Road West Hartford, CT 06107 860-882-0678; www.bluebacksquare.com	310,000	39	Crate and Barrel, REI, Barnes & Noble, Cheesecake Factory, West Elm	1,883	Robyn Rifkin	Starwood Retail Partners	2008
16	Clinton Crossing Premium Outlets 20-A Killingworth Turnpike Clinton, CT 06413 860-669-3066; www.premiumoutlets.com/clinton	276,000	70	Saks Fifth Avenue OFF 5th, American Eagle Outfitters	NA	Christopher Durant	Simon Property Group	1996
17	Cromwell Square Shopping Center 51 Shunpike Road Cromwell, CT 06416 203-861-9000; NA	218,000	25	K-Mart, Pet Valu, Ruby Tuesday	1,284	Dave Gold	HB Nitkin	1972
18	North Haven Commons North Universal Drive North Haven, CT 06473 860-724-5944; www.kwagroupct.com	196,662	13	Toys R Us, Best Buy, Big Lots, Petco, Ulta Salon, Buffalo Wild Wings, Froyoworld	710	Richard S. Wilson Jr.	KWA Group	2008
19	The Shops at Somerset Square 140 Glastonbury Blvd. Glastonbury, CT 06033 203-861-9000; theshopsatsomersetsquare.com	115,000	25	Talbots, Ann Taylor	580	Dave Gold	HB Nitkin	1988

Source: Each shopping mall via survey. NA = Not available.
(1) Formerly Westfield Connecticut Post.
(2) Data are from 2015 survey.
(3) Position is currently vacant. The operation's contact is George Terrien, director of portfolio operations, 617-646-3266, george.terrien@wsdevelopment.com. The leasing contact is Micah Norton, 617-646-3274, micah.norton@wsdevelopment.com. The marketing contact is Holly Chambers, 617-646-3231, holly.chambers@wsdevelopment.com.
—Compiled by Stephanie R. Meagher.

Largest banquet and meeting venues in Connecticut

(Ranked by banquet capacity as of July 2016)

Rank	Company	Max. banquet	Meeting rooms	Max. theater/ Classroom	Meeting contact(s)	Catering/ AV equip.	Year built/ Upgraded
1	Connecticut Convention Center 100 Columbus Blvd., Hartford, CT 06103 860-249-6000; www.ctconventions.com	9,089	19	3,276 1,728	Michele M. Hughes	Y Y	2005 NA
2	Foxwoods Resort Casino 350 Trolley Line Blvd., Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	3,230	40	5,500 3,225	Karen O'Connell	Y Y	1992 2015
3	Mohegan Sun (1) 1 Mohegan Sun Blvd., Uncasville, CT 06382 888-226-7711; mohegansun.com	2,400	31	3,422 2,880	Gary Baker	Y Y	1996 2006
4	Aqua Turf Club (2) 556 Mulberry St., Plantsville, CT 06479 860-621-9335; www.aquaturfclub.com	1,500	4	1,500 1,100	Tim Needham	Y (3) Y	1972 2014
5	Omni New Haven Hotel at Yale 155 Temple St., New Haven, CT 06510 203-772-6664; www.omnihotels.com/newhaven	1,200	20	1,200 600	Lisa A Camolli Dana Zimmerman	Y Y	1963 2012
6	Toyota Presents Oakdale Theatre (2) 95 S. Turnpike Road, Wallingford, CT 06492 203-269-8721; specialevents.livenation.com	1,000	8	4,560 350	Natalie Krohn	Y Y	1954 2006
7	Hilton Stamford Hotel and Executive Meeting Center (4) 1 First Stamford Place, Stamford, CT 06902 203-967-2222; www.hiltonstamfordhotel.com	950	20	1,200 575	call 203-967-2222	Y Y	1984 2008
8	Crowne Plaza Stamford (5) 2701 Summer St., Stamford, CT 06905 203-359-1300; www.crowneplaza.com/stamfordct	800	17	1,000 500	Sara Subramanian	Y Y	1984 2014
8	XL Center (2) 1 Civic Center Plaza, Hartford, CT 06103 860-249-6333; www.xlcenter.com	800	NA	NA NA	Duane Randall	Y (6) Y	1977 2006
10	Hyatt Regency Greenwich (2) 1800 E. Putnam Ave., Old Greenwich, CT 06870 203-637-1234; www.greenwich.hyatt.com	780	20	1,000 450	Pamela Bower	Y Y	1986 2012
11	Groton Inn & Suites (4) 99 Gold Star Highway, Groton, CT 06340 860-445-9784; www.grotoninn.com	750	4	750 500	call 800-452-2191	Y Y	1966 2012
11	Mystic Marriott Hotel and Spa (2) 625 North Road (Route 117), Groton, CT 06340 860-446-2600; www.mysticmarriott.com	750	20	1,200 750	Lori Woll	Y Y	2001 2011
13	The Riverview 10 Winslow Place, Simsbury, CT 06089 860-651-5005; www.riverviewcatering.com	700	2	600 500	Stephanie O'Reilly	Y N	2008 NA
14	Amber Room Colonnade 1 Stacey Road, Danbury, CT 06811 203-748-3800; www.theamberroom.net	650	4	675 400	Douglas Polistena Alisha Turchick	Y Y	1979 2016
14	Radisson Hotel Cromwell 100 Berlin Road, Cromwell, CT 06416 860-635-2000; www.radisson.com/cromwellct	650	20	1,000 500	Julie Bisignano	Y Y	1970 2007
14	Stamford Marriott Hotel & Spa 243 Tresser Blvd., Stamford, CT 06901 203-357-9555; www.stamfordmarriott.com	650	20	1,000 550	Barri Bialko Bruce H. Skidmore	Y Y	1978 2010
17	Hartford/Windsor Airport Marriott 28 Day Hill Road, Windsor, CT 06095 860-688-7500; www.marriott.com/bdlap	600	15	600 480	Emily Williams	Y Y	2001 2014
17	Italian Center of Stamford 1620 Newfield Ave., Stamford, CT 06903 203-322-6950; banquetsitaliancenter.org	600	4	600 300	Mark Della Pesca	Y Y	1970 2011
17	Marriott Hartford Downtown 200 Columbus Blvd., Hartford, CT 06103 860-249-8000; www.HartfordMarriott.com	600	13	900 500	Stephanie Simmons 860-760-2236	Y Y	2005 2015
20	Trumbull Marriott (2) 180 Hawley Lane, Trumbull, CT 06611 203-378-1400; www.marriotttrumbull.com	520	13	700 228	call 203-378-1400	Y Y	1986 2012
21	Ethan Allen Hotel 21 Lake Ave. Ext., Danbury, CT 06811 203-744-1776; www.ethanallenhotel.com	500	15	600 350	Colleen Coderre	Y Y	1974 2012-2013; 2014; 2016
21	Hartford Marriott Farmington 15 Farm Springs Road, Farmington, CT 06032 860-678-1000; www.marriott.com/bdlct	500	22	650 350	Carol Kelley	Y Y	1982 2005
21	Maneeley's 65 Rye St., South Windsor, CT 06074 860-528-6622; www.maneeleys.com	500	4	850 550	Sandy Dimitratos	Y Y	2001 2012
21	Rome Commons Ballroom - University of Connecticut 626 Gilbert Road Ext., Storrs, CT 06269 860-486-1001; www.conferences.uconn.edu	500	NA	975 NA	University Events & Conference Services	Y Y	1998 NA
25	Hilton Hartford 315 Trumbull St., Hartford, CT 06103 860-728-5151; www.hartford.hilton.com	470	15	600 350	JoAnn Sullivan 860-240-7345	Y Y	1975 2005
26	Sheraton Hartford South (7) 100 Capital Blvd., Rocky Hill, CT 06067 860-257-6000; SheratonHartfordSouth.com	450	10	480 220	Jennifer Gokey	Y Y	1991 2015
27	Crowne Plaza Danbury Hotel 18 Old Ridgebury Road, Danbury, CT 06810 203-794-0600; www.cpdanbury.com	445	19	595 225	Robin Kocot	Y Y	1981 2012
28	Holiday Inn Bridgeport Hotel & Conference Center 1070 Main St., Bridgeport, CT 06604 203-334-1234; www.hibridgeport.com	440	8	440 280	Lorraine Scelfo Natasha Adams Allison Tresselt	Y Y	1987 2010
29	Artists Collective 1200 Albany Ave., Hartford, CT 06112 860-527-3205; www.artistscollective.org	400	6	400 NA	Yvonne Harris	N N	1970 NA
29	The Bushnell Center for the Performing Arts 166 Capitol Ave., Hartford, CT 06106 860-987-6044; www.bushnell.org	400	5	2,799 2,799	David R. Fay Kristin Davis	Y (8) Y	1929 2001

Source: Each facility via survey. Notes: Waterbury's CoCo Key Water Resort Hotel and Conference Center is now closed. NA = not applicable or not available.
(1) Mohegan Sun's Earth Hotel, slated to open mid-November 2016, will feature an additional 400 deluxe guest rooms and additional functional meeting space; mohegansun.com is currently taking bookings for the Earth hotel.
(2) Data are from 2015 survey.
(3) Off-premises.
(4) Data are from 2014 survey.
(5) Formerly Stamford Plaza Hotel & Conference Center.
(6) Ovations Food Service.
(7) Formerly called Hartford Marriott Rocky Hill; data are from 2015 survey.
(8) Max Catering.
—Compiled by Stephanie R. Meagher.



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Largest hotels in Connecticut

(Ranked by number of guest rooms as of July 2016)

Rank	Hotel	Overnight rooms/ Price range	Meeting contact(s)	No. of meeting rooms	Max. theater/ Classroom/ Banquet	Catering/ AV equip./ Airport shuttle
1	Foxwoods Resort Casino 350 Trolley Line Blvd., Mashantucket, CT 06338 800-369-9663 www.foxwoods.com	2,230 NA	Felix D. Rappaport	40	5,500 3,225 3,230	Y Y N
2	Mohegan Sun (1) 1 Mohegan Sun Blvd., Uncasville, CT 06382 888-226-7711 mohegansun.com	1,200 Varies	Gary Baker	31	3,422 2,880 2,400	Y Y Y
3	Stamford Marriott Hotel & Spa 243 Tresser Blvd., Stamford, CT 06901 203-357-9555 www.stamfordmarriott.com	508 \$139-\$349	Barri Bialko Bruce H. Skidmore	20	1,000 550 650	Y Y N
4	Hilton Stamford Hotel and Executive Meeting Center (2) 1 First Stamford Place, Stamford, CT 06902 203-967-2222 www.hiltonstamfordhotel.com	484 NA	call 203-967-2222	20	1,200 575 950	Y Y N
5	Marriott Hartford Downtown 200 Columbus Blvd., Hartford, CT 06103 860-249-8000 www.HartfordMarriott.com	409 \$117-\$409	Stephanie Simmons 860-760-2236	13	900 500 600	Y Y N
6	Hilton Hartford 315 Trumbull St., Hartford, CT 06103 860-728-5151 www.hartford.hilton.com	393 \$117-\$389	JoAnn Sullivan 860-240-7345	15	600 350 470	Y Y N
7	Hartford Marriott Farmington 15 Farm Springs Road, Farmington, CT 06032 860-678-1000 www.marriott.com/bdlct	380 \$119.95-\$229.95	Carol Kelley	22	650 350 500	Y Y N
8	Sheraton Stamford Hotel 700 E. Main St., Stamford, CT 06901 203-358-8400 www.sheratonstamford.com	379 \$129-\$309	Mark Gagnier	16	450 250 320	Y Y N
9	Hyatt Regency Greenwich (3) 1800 E. Putnam Ave., Old Greenwich, CT 06870 203-637-1234 www.greenwich.hyatt.com	373 NA	Pamela Bower	20	1,000 450 780	Y Y N
10	Crowne Plaza Stamford (4) 2701 Summer St., Stamford, CT 06905 203-359-1300 www.crowneplaza.com/stamfordct	355 100 - 250	Sara Subramanian	17	1,000 500 800	Y Y N
11	Trumbull Marriott (3) 180 Hawley Lane, Trumbull, CT 06611 203-378-1400 www.marriotttrumbull.com	325 NA	call 203-378-1400	13	700 228 520	Y Y N
12	Omni New Haven Hotel at Yale 155 Temple St., New Haven, CT 06510 203-772-6664 www.omnihotels.com/newhaven	306 NA	Lisa A. Camolli Dana Zimmerman	20	1,200 600 1,200	Y Y N
13	Hartford/Windsor Airport Marriott 28 Day Hill Road, Windsor, CT 06095 860-688-7500 www.marriott.com/bdlap	295 \$89.95-\$349.95	Emily Williams	15	600 480 600	Y Y Y
14	Mystic Marriott Hotel and Spa (3) 625 North Road (Route 117), Groton, CT 06340 860-446-2600 www.mysticmarriott.com	285 NA	Lori Woll	20	1,200 750 750	Y Y N
15	Sheraton Hartford South (5) 100 Capital Blvd., Rocky Hill, CT 06067 860-257-6000 SheratonHartfordSouth.com	250 NA	Jennifer Gokey	10	480 220 450	Y Y N
16	Crowne Plaza Danbury Hotel 18 Old Ridgebury Road, Danbury, CT 06810 203-794-0600 www.cpdanbury.com	240 \$99-\$199	Robin Kocot	19	595 225 445	Y Y N
17	Sheraton Hartford Hotel at Bradley Airport 1 Bradley International Airport, Windsor Locks, CT 06096 860-627-5311 www.sheraton.com/bradleyairport	237 \$109-\$229	Peter M. Terpos	15	450 225 300	Y Y Y
18	Holiday Inn Hartford Downtown Area 100 E. River Drive, East Hartford, CT 06108 860-528-9703 www.holidayinn.com/easthartfordct	215 \$99-\$189	Renee Denno Chris O'Connor Elizabeth Besso	9	350 200 280	Y Y N
18	Radisson Hotel Cromwell 100 Berlin Road, Cromwell, CT 06416 860-635-2000 www.radisson.com/cromwellct	215 NA	Julie Bisignano	20	1,000 500 650	Y Y N
20	Holiday Inn Bridgeport Hotel & Conference Center 1070 Main St., Bridgeport, CT 06604 203-334-1234 www.hibridgeport.com	209 \$109-\$189	Lorraine Scelfo Natasha Adams Allison Tresselt	8	440 280 440	Y Y N
21	Courtyard by Marriott at Yale (3) 30 Whalley Ave., New Haven, CT 06511 203-777-6221 www.marriott.com/hvndt	207 NA	Valerie Molloy	1	100 50 75	Y Y N
22	DoubleTree by Hilton Hotel, Hartford - Bradley Airport 16 Ella Grasso Turnpike, Windsor Locks, CT 06096 860-627-5171 www.bradleyinternationalairport.doubletree.com	202 \$105-\$209	Susan Tourtillotte	5	250 120 150	Y Y Y
23	Courtyard Waterbury Downtown 63 Grand St., Waterbury, CT 06702 203-596-1000 www.courtyardwaterbury.com	199 \$109-\$900	Tiffany Wilson	7	350 300 340	Y Y Y
24	Ethan Allen Hotel 21 Lake Ave. Ext., Danbury, CT 06811 203-744-1776 www.ethanallenhotel.com	193 \$119-\$189	Colleen Coderre	15	600 350 500	Y Y N
25	Water's Edge Resort & Spa 1525 Boston Post Road, Westbrook, CT 06498 860-399-5901 www.watersedgeresortandspa.com	190 \$149-\$1000	Keith Lindelow	14	400 220 350	Y Y N
26	Holiday Inn Enfield - Springfield South 1 Bright Meadow Blvd., Enfield, CT 06082 860-741-2211 www.holidayinnspringfield.com	174 \$109-\$179	Nikki Ouellette	7	400 200 250	Y Y Y



Largest hotels in Connecticut

(Ranked by number of guest rooms as of July 2016)

Rank	Hotel	Overnight rooms/ Price range	Meeting contact(s)	No. of meeting rooms	Max. theater/ Classroom/ Banquet	Catering/ AV equip./ Airport shuttle
27	Avon Old Farms Hotel (3) 279 Avon Mountain Road, Avon, CT 06001 860-677-1651 www.avonoldfarmshotel.com	157 NA	Megan McArdle	6	160 120 160	Y Y Y
27	Hilton Garden Inn Hartford North/Bradley International Airport (3) 555 Corporate Drive, Windsor, CT 06095 860-688-6400 www.windsor.gardeninn.com	157 NA	Pamela Moan	4	240 150 176	Y Y Y
29	Four Points by Sheraton Meriden 275 Research Parkway, Meriden, CT 06450 203-238-2380 www.fourpoints.com/meriden	150 \$89-\$239	Stephen Shura	12	540 325 350	Y Y Y
29	Hilton Garden Inn Glastonbury 85 Glastonbury Blvd., Glastonbury, CT 06033 860-659-1025 www.hartfordsouthglastonbury.stayghi.com	150 \$109-\$239	Katie Weber-Coleman	3	233 150 160	Y Y N
29	Radisson Hotel Hartford (6) 50 Morgan St., Hartford, CT 06120 860-549-2400 www.radisson.com/hartfordct	150 \$129-\$209	Jessica Lavenburg	10	350 120 300	Y Y Y
32	Courtyard by Marriott Wallingford (3) 600 Northrop Road, Wallingford, CT 06492 203-284-9400 www.marriott.com	149 NA	Meredith Doyle	3	40 25 40	Y Y N
33	Courtyard by Marriott Hartford Cromwell 4 Sebethe Drive, Cromwell, CT 06416 860-635-1001 www.courtyard.com/bdlhc	145 \$119-\$199	Donna Franklin	13	375 180 250	Y Y N
34	Best Western Olympic Inn 360 Route 12, Groton, CT 06340 800-622-7766 www.bestwestern.com	140 \$98-\$219	Michael Armaos	4	200 100 110	Y Y Y (7)
35	Holiday Inn Norwich 10 Laura Blvd., Norwich, CT 06360 860-889-5201 www.holidaynorwichhotel.com	135 \$119-\$359	Deanna M. Dufault	5	580 350 325	Y Y N

Source: Each hotel via survey. Note: Waterbury's CoCo Key Water Resort Hotel and Conference Center is now closed. NA = Not available.
(1) The \$139 million Earth Hotel, opened mid-November 2016, adds 400 deluxe guest rooms and additional functional meeting space.
(2) Data are from 2014 survey.
(3) Data are from 2015 survey.
(4) Formerly Stamford Plaza Hotel & Conference Center.
(5) Formerly called Hartford Marriott Rocky Hill; data are from 2015 survey.
(6) Formerly called Ramada Plaza Hartford Downtown.
(7) Only to Groton-New London Airport.
—Compiled by Stephanie R. Meagher.



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AVZ Corp.	59
Abest Power & Gas LLC	86
Achieve Financial Credit Union	24
Achillion Pharmaceuticals	43
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American Business Telephone and Technologies LLC	88
American Eagle Financial Credit Union	24
American Savings Foundation Inc.	82
American-Republican Inc.	70
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Andrea Obston Marketing Communications LLC	73
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Arrow Alternative Care Inc.	42
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Avon Old Farm School Inc.	83
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Baldwin Media	73
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Bankwell Bank	26
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Barron, Yanaros & Caruso PC	64
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Blue Back Square	91
Blue Buffalo Co.	79
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Boehringer Ingelheim Pharmaceuticals Inc.	43, 78
Bootstrap Direct I Inc.	29
Borgida & Co.	64
Boxer Property Management	48
Bradley, Foster & Sargent Inc.	28
Brass Mill Center & Commons	91
Bristol Hospital	83
Bristol Hospital and Health Care Group	40
Bristol-Myers Squibb Co.	43
British Motor Works LLC	29
Brown Rudnick Government Law & Strategies	74
Brownstone Exploration and Discovery Park	89
Budwitz & Meyerjack PC	62
Burns & McDonnell	61
Bushnell Park	89
BVH Integrated Services PC	61
C.M. Smith Agency Inc.	75
C.S. Margison Inc.	59
Cabrera Services Inc.	81
Cambridge House Brew Pub	90
Camilliere, Cloud & Kennedy	74
Cantor Chamber of Commerce	76
Cantor Colburn LLP	68
Daniell Family Foundation Inc.	82
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Capitol Consulting LLC	74
Capitol One Financial Corp.	26
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Citigroup Inc.	26
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City of Meriden	87
City of New Haven	87
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Clearview Electric Inc.	86
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CohnReznick LLP	62
Colburn-Keenan Foundation Inc.	82
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Connecticut College	32
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